Massachusetts Bay
Transportation Authority

Financial/Price Proposal – Section 3

for the MBTA Commuter Rail Service

Submitted to Massachusetts Bay Transportation Authority in response to RFP N°. 159-12

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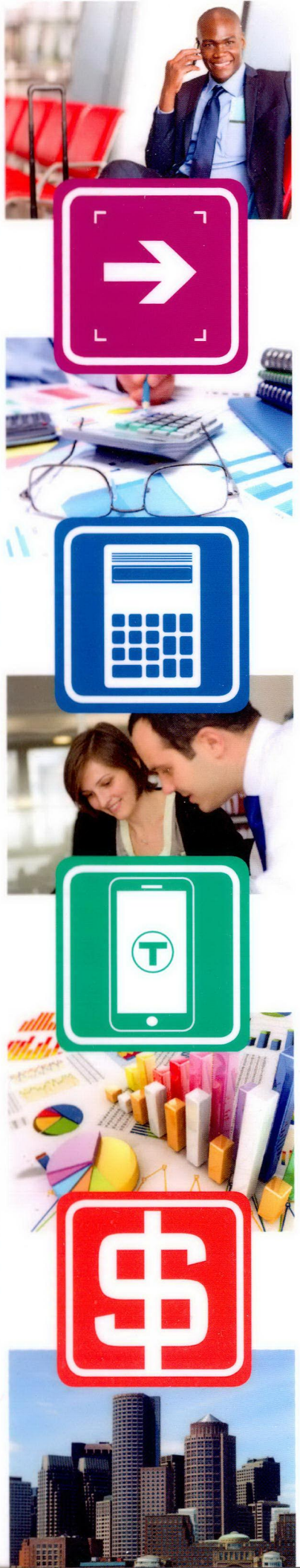
Submitted by

Keolis
Commuter Services

Moving Further Together



SECTION 3
Firm Fixed Price

SECTION 3 — FIRM FIXED PRICE

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Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 1 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 315,085.00		19.7%		$ 377,306
Chief Engineer	Direct Labor	1	1	$ 194,302.42		17.7%		$ 228,760
Chief Transportation Officer	Direct Labor	1	1	$ 189,051.00		27.8%		$ 241,546
Customer Service Manager	Direct Labor	1	1	$ 225,179.18		24.6%		$ 280,662
Chief Mechanical Officer	Direct Labor	1	1	$ 195,392.61		26.3%		$ 246,686
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 213,285.08		24.7%		$ 266,058
Manager - Safety	Direct Labor	1	1	$ 179,157.33		28.3%		$ 229,895
Manager - Quality	Direct Labor	1	1	$ 157,542.50		31.7%		$ 207,431
Legal and Compliance	Direct Labor	4	1	$ 138,382.44		31.1%		$ 725,767
Other Managers	Direct Labor	8	1	$ 120,915.91		35.8%		$ 1,313,199
Accounts/Payroll	Direct Labor	8	1	$ 73,164.05		45.1%		$ 849,519
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 94,997.61		43.2%		$ 1,903,978
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 99,832.58		43.7%		$ 430,390
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 96,047.89		45.2%		$ 278,852
Human Resources and Training & Qualification	Direct Labor	8	1	$ 82,376.97		42.1%		$ 936,140
Safety and Security	Direct Labor	7	1	$ 73,154.92		46.0%		$ 694,119
Claims Management	Direct Labor	2	1	$ 105,084.00		41.6%		$ 297,698
Contracts and Procurement	Direct Labor	6	1	$ 76,370.66		45.9%		$ 668,664
Environmental Engineering	Direct Labor	1	1	$ 82,889.41		49.4%		$ 123,799
Materials Management	Direct Labor	16	2,080	$ 24.83	$ 94,604	52.6%		$ 1,355,984
Accessibility	Direct Labor	1	1	$ 100,290.51		43.9%		$ 144,300
Clerical Support	Direct Labor	24	2,080	$ 24.91	$ 141,569	51.3%		$ 2,022,479
Claims and Insurance	Service	-	1				$ 2,905,273	$ 2,905,273
Legal & Professional Fees	Service	-	1				$ 1,676,731	$ 1,676,731
Office Supplies & Services	Service	-	1				$ 878,624	$ 878,624
Office Cleaning	Service	-	1				$ 71,427	$ 71,427
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 530,160	$ 530,160
Training	Service	-	1				$ 1,217,528	$ 1,217,528
Safety, Security and Quality	Service	-	1				$ 1,970,180	$ 1,970,180
Service Level Agreements contingency	Service	-	1				$ 1,411,875	$ 1,411,875
Sub Total - Admin/HR		**112**						**$ 24,485,030**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 75,679.81		34.4%		$ 508,714
Customer Service / Help Desk	Direct Labor	13	2,080	$ 24.54	$ 135,513	51.3%		$ 1,139,310
Announcements	Direct Labor	-	2,080	$ -	$ -	-		
Ticketing and Retail	Direct Labor	22	2,080	$ 25.56	$ 232,861	47.5%		$ 1,957,758
Cashier	Direct Labor	4	2,080	$ 27.33	$ 38,857	41.8%		$ 361,374

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 1 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 317,907	$ 317,907
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,285,063**
Transportation Services								
Management	Direct Labor	4	1	$ 123,302.48		33.9%		$ 660,236
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 129,966.78		35.8%		$ 706,046
Rules Examiners	Direct Labor	3	1	$ 87,278.59		40.0%		$ 366,696
Engineers/Drivers	Direct Labor	165	2,080	$ 41.58	$ 5,557,630	33.7%		$ 24,635,983
Conductors	Direct Labor	167	2,080	$ 34.71	$ 4,799,051	38.6%		$ 21,510,814
Asst Conductors	Direct Labor	198	2,080	$ 32.63	$ 2,433,883	43.7%		$ 21,738,013
Trainee Drivers	Direct Labor	12	2,080	$ 38.91	$ 410,012	35.4%		$ 1,724,811
Crew Dispatcher	Direct Labor	38	2,080	$ 34.74	$ -	44.3%		$ 3,963,085
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 92,131.96		45.9%		$ 3,359,567
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 29.05	$ -	50.2%		$ 1,180,023
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 32.28	$ -	46.1%		$ 1,961,750
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		
On-Time Performance contingency	Service	-	1				$ 1,834,393	$ 1,834,393
Non On-Time Performance contingency	Service	-	1				$ 767,183	$ 767,183
Sub Total - Transportation Services		**649**						**$ 84,408,600**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 110,147.17		37.2%		$ 2,871,226
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 86,452.49		40.1%		$ 1,332,210
Fitters/Mechanics	Direct Labor	206	2,080	$ 26.72	$ 5,400,811	44.0%		$ 21,889,691
Electricians	Direct Labor	118	2,080	$ 27.99	$ 3,548,465	42.3%		$ 13,323,714
Foremen	Direct Labor	66	2,080	$ 31.12	$ 1,978,132	41.1%		$ 8,004,932
Laborer/Other	Direct Labor	40	2,080	$ 22.99	$ 1,113,897	47.1%		$ 3,927,624
Cleaning	Direct Labor	103	2,080	$ 19.41	$ 2,092,735	53.2%		$ 8,461,497
Locos	Materials	-	1				$ 6,065,333	$ 6,065,333
Control Trailers	Materials	-	1				$ 2,205,444	$ 2,205,444
Trailers	Materials	-	1				$ 5,974,961	$ 5,974,961
Non-Revenue Fleet	Materials	-	1				$ 1,327,323	$ 1,327,323
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	28	2,080	$ 26.96	$ -	50.2%	$ -	$ 2,358,923
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 1 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**591**						**$ 77,742,879**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 114,995.12		39.2%		$ 800,615
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 85,663.42		48.2%		$ 634,585
Track and Work Equipment	Direct Labor	8	1	$ 84,540.71		47.6%		$ 998,519
Communications & Signalling	Direct Labor	16	1	$ 91,131.27		42.2%		$ 2,073,761
Bridges, Buildings & Structures	Direct Labor	6	1	$ 83,523.65		45.2%		$ 727,478
Facilities	Direct Labor	3	1	$ 85,600.54		40.3%		$ 360,404
Administration	Direct Labor	3	1	$ 73,624.16		44.0%		$ 317,957
Trackman / Laborer	Direct Labor	56	2,080	$ 25.05	$ 765,136	46.4%		$ 5,058,964
Asst Foreman Track	Direct Labor	36	2,080	$ 27.53	$ 873,616	44.1%		$ 3,823,527
Foreman Track	Direct Labor	27	2,080	$ 29.78	$ 833,230	41.9%		$ 3,208,084
Foreman II	Direct Labor	17	2,080	$ 32.67	$ 513,704	40.0%		$ 2,131,383
Welding Foreman	Direct Labor	3	2,080	$ 29.65	$ 69,221	43.6%		$ 334,875
Welders	Direct Labor	18	2,080	$ 27.80	$ 336,896	45.8%		$ 1,854,924
Work Equipment Operator	Direct Labor	22	2,080	$ 27.50	$ 607,714	43.9%		$ 2,433,103
Signal Inspector	Direct Labor	17	2,080	$ 34.54	$ 366,603	41.2%		$ 2,091,479
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 30.52	$ 509,347	42.2%		$ 2,859,463
Roadway Mechanic	Direct Labor	4	2,080	$ 31.15	$ 77,732	43.5%		$ 449,477
Truck Driver	Direct Labor	21	2,080	$ 24.73	$ 503,137	46.9%		$ 2,106,210
B&B Mechanic	Direct Labor	57	2,080	$ 27.35	$ 1,146,028	45.4%		$ 5,859,839
B&B Foreman	Direct Labor	26	2,080	$ 30.44	$ 785,372	41.7%		$ 3,118,255
Watchman	Direct Labor	10	2,080	$ 23.16	$ 122,240	49.0%		$ 840,074
Machinist	Direct Labor	29	2,080	$ 26.49	$ 670,080	43.9%		$ 2,969,621
Electrician	Direct Labor	22	2,080	$ 29.16	$ 346,726	43.3%		$ 2,259,691
Sheet Metal Worker	Direct Labor	15	2,080	$ 26.47	$ 149,589	49.5%		$ 1,383,957
Asst Foreman NY	Direct Labor	5	2,080	$ 31.45	$ 162,289	40.7%		$ 622,398
Night Test Foreman	Direct Labor	2	2,080	$ 35.95	$ 41,930	40.4%		$ 251,830
Signal Maintainer	Direct Labor	63	2,080	$ 28.78	$ 299,486	48.5%		$ 5,906,037
Signal Operations	Direct Labor	23	2,080	$ 26.71	$ 342,880	45.4%		$ 2,200,446
Drawbridge Operations	Direct Labor	9	2,080	$ 25.37	$ 190,562	47.1%		$ 888,897
Radio System Maintenance	Direct Labor	5	2,080	$ 33.57	$ 67,002	43.3%		$ 567,339
Signaling Inspection	Service	-	1				$ 114,400	$ 114,400
Signal Maintenance	Service	-	1				$ 1,055,600	$ 1,055,600
Comms (PABX, Radio)	Service	-	1				$ 145,600	$ 145,600
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,087,320	$ 1,087,320
Station Cleaning and Maintenance	Service	-	1				$ 1,723,416	$ 1,723,416
Depot Maintenance	Service	-	1				$ 2,311,516	$ 2,311,516
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 1 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Track Inspection & Response	Service	-	1				$ 1,387,360	$ 1,387,360
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 11,817,850	$ 11,817,850
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 2,723,653	$ 2,723,653
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Spare	-	1				$ 828,421	$ 828,421
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**560**						**$ 82,428,327**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 8,292,375	$ 8,292,375
Water/Sewerage	Utilities	-	1				$ 328,433	$ 328,433
Waste/Trash Removal	Service	-	1				$ 2,257,105	$ 2,257,105
Winterisation	Service	-	1				$ 288,601	$ 288,601
Gas	Utilities	-	1				$ 1,614,280	$ 1,614,280
Environmental Services	Service	-	1				$ 3,535,510	$ 3,535,510
Fuel	Utilities	-	1				$ 2,224,078	$ 2,224,078
Sub Total - Environmental Services and Utilities		**-**						**$ 18,540,381**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,955**						**$ 291,890,281**
Profit								
Profit	Profit						$ -	$ -

Net Annual Fee — **Year 1:** **$ 291,890,281**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 2 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 322,962.13		20.0%		$ 387,548
Chief Engineer	Direct Labor	1	1	$ 199,159.98		17.8%		$ 234,590
Chief Transportation Officer	Direct Labor	1	1	$ 193,777.28		28.2%		$ 248,376
Customer Service Manager	Direct Labor	1	1	$ 230,808.65		25.0%		$ 288,470
Chief Mechanical Officer	Direct Labor	1	1	$ 200,277.43		26.7%		$ 253,688
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 218,617.20		25.1%		$ 273,544
Manager - Safety	Direct Labor	1	1	$ 183,636.26		28.8%		$ 236,457
Manager - Quality	Direct Labor	1	1	$ 161,481.06		32.2%		$ 213,409
Legal and Compliance	Direct Labor	4	1	$ 141,842.00		31.5%		$ 746,339
Other Managers	Direct Labor	8	1	$ 123,938.81		36.3%		$ 1,351,232
Accounts/Payroll	Direct Labor	8	1	$ 74,993.15		45.9%		$ 875,490
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 97,372.55		43.9%		$ 1,961,655
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 102,328.40		44.5%		$ 443,453
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 98,449.08		45.9%		$ 287,308
Human Resources and Training & Qualification	Direct Labor	8	1	$ 84,436.40		42.8%		$ 964,364
Safety and Security	Direct Labor	7	1	$ 74,983.79		46.8%		$ 715,436
Claims Management	Direct Labor	2	1	$ 107,711.10		42.4%		$ 306,707
Contracts and Procurement	Direct Labor	6	1	$ 78,279.93		46.8%		$ 689,323
Environmental Engineering	Direct Labor	1	1	$ 84,961.65		50.2%		$ 127,651
Materials Management	Direct Labor	16	2,080	$ 25.53	$ 98,014	53.8%		$ 1,404,865
Accessibility	Direct Labor	1	1	$ 102,797.77		44.6%		$ 148,668
Clerical Support	Direct Labor	24	2,080	$ 25.64	$ 137,265	52.5%		$ 2,089,647
Claims and Insurance	Service	-	1				$ 2,973,571	$ 2,973,571
Legal & Professional Fees	Service	-	1				$ 1,246,960	$ 1,246,960
Office Supplies & Services	Service	-	1				$ 899,153	$ 899,153
Office Cleaning	Service	-	1				$ 73,106	$ 73,106
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 545,951	$ 545,951
Training	Service	-	1				$ 987,442	$ 987,442
Safety, Security and Quality	Service	-	1				$ 736,606	$ 736,606
Service Level Agreements contingency	Service	-	1				$ 1,882,500	$ 1,882,500
Sub Total - Admin/HR		**112**						**$ 23,593,509**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 77,571.80		34.8%		$ 522,833
Customer Service / Help Desk	Direct Labor	13	2,080	$ 25.45	$ 141,321	52.1%		$ 1,188,146
Announcements	Direct Labor	-	2,080	$ -	$ -	-		
Ticketing and Retail	Direct Labor	22	2,080	$ 26.63	$ 243,649	48.1%		$ 2,048,457
Cashier	Direct Labor	4	2,080	$ 28.01	$ 40,069	42.7%		$ 372,642

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 2 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 325,377	$ 325,377
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,457,455**
Transportation Services								
Management	Direct Labor	4	1	$ 126,385.04		34.4%		$ 679,242
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 133,215.95		36.4%		$ 726,858
Rules Examiners	Direct Labor	3	1	$ 89,460.55		40.6%		$ 377,449
Engineers/Drivers	Direct Labor	165	2,080	$ 42.69	$ 5,274,164	34.8%		$ 24,995,248
Conductors	Direct Labor	167	2,080	$ 35.58	$ 4,553,253	39.9%		$ 21,849,410
Asst Conductors	Direct Labor	198	2,080	$ 33.96	$ 2,301,206	44.5%		$ 22,507,913
Trainee Drivers	Direct Labor	12	2,080	$ 40.22	$ 386,418	36.5%		$ 1,756,407
Crew Dispatcher	Direct Labor	38	2,080	$ 35.76	$ -	45.1%		$ 4,058,197
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 94,435.26		46.6%		$ 3,461,902
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 29.78	$ -	51.4%		$ 1,218,871
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 33.40	$ -	46.8%		$ 2,040,339
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		
On-Time Performance contingency	Service	-	1				$ 1,709,345	$ 1,709,345
Non On-Time Performance contingency	Service	-	1				$ 765,902	$ 765,902
Sub Total - Transportation Services		**648**						**$ 86,147,082**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 112,900.85		37.8%		$ 2,955,507
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 88,613.80		40.7%		$ 1,371,141
Fitters/Mechanics	Direct Labor	206	2,080	$ 27.48	$ 5,658,146	44.8%		$ 22,688,582
Electricians	Direct Labor	118	2,080	$ 28.69	$ 3,661,228	43.2%		$ 13,740,994
Foremen	Direct Labor	66	2,080	$ 31.92	$ 2,092,932	41.7%		$ 8,300,356
Laborer/Other	Direct Labor	40	2,080	$ 23.71	$ 1,128,918	48.2%		$ 4,052,390
Cleaning	Direct Labor	103	2,080	$ 20.39	$ 2,296,622	53.3%		$ 8,994,845
Locos	Materials	-	1				$ 6,371,971	$ 6,371,971
Control Trailers	Materials	-	1				$ 2,245,145	$ 2,245,145
Trailers	Materials	-	1				$ 5,775,839	$ 5,775,839
Non-Revenue Fleet	Materials	-	1				$ 1,379,499	$ 1,379,499
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	28	2,080	$ 27.63	$ -	51.4%	$ -	$ 2,436,745
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 2 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**591**						**$ 80,313,016**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 117,870.00		39.9%		$ 824,563
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 87,805.00		49.0%		$ 654,266
Track and Work Equipment	Direct Labor	8	1	$ 86,654.23		48.5%		$ 1,029,714
Communications & Signalling	Direct Labor	16	1	$ 93,409.55		42.9%		$ 2,135,929
Bridges, Buildings & Structures	Direct Labor	6	1	$ 85,611.75		45.9%		$ 749,536
Facilities	Direct Labor	3	1	$ 87,740.56		41.0%		$ 371,052
Administration	Direct Labor	3	1	$ 75,464.77		44.7%		$ 327,489
Trackman / Laborer	Direct Labor	56	2,080	$ 25.75	$ 739,829	47.6%		$ 5,189,579
Asst Foreman Track	Direct Labor	36	2,080	$ 28.18	$ 898,400	45.1%		$ 3,936,801
Foreman Track	Direct Labor	27	2,080	$ 30.47	$ 850,506	42.8%		$ 3,296,547
Foreman II	Direct Labor	17	2,080	$ 33.46	$ 517,455	41.0%		$ 2,185,731
Welding Foreman	Direct Labor	3	2,080	$ 30.35	$ 70,738	44.5%		$ 344,471
Welders	Direct Labor	18	2,080	$ 28.50	$ 331,489	47.1%		$ 1,900,405
Work Equipment Operator	Direct Labor	22	2,080	$ 28.13	$ 602,439	45.2%		$ 2,491,815
Signal Inspector	Direct Labor	17	2,080	$ 35.36	$ 363,021	42.2%		$ 2,141,339
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 31.28	$ 500,242	43.3%		$ 2,926,301
Roadway Mechanic	Direct Labor	4	2,080	$ 31.89	$ 79,289	44.4%		$ 462,465
Truck Driver	Direct Labor	21	2,080	$ 25.35	$ 499,760	48.2%		$ 2,156,849
B&B Mechanic	Direct Labor	57	2,080	$ 27.95	$ 1,124,151	46.7%		$ 5,984,343
B&B Foreman	Direct Labor	26	2,080	$ 31.15	$ 798,912	42.6%		$ 3,201,709
Watchman	Direct Labor	10	2,080	$ 23.86	$ 118,991	50.3%		$ 864,747
Machinist	Direct Labor	29	2,080	$ 27.35	$ 674,657	44.9%		$ 3,064,492
Electrician	Direct Labor	22	2,080	$ 29.89	$ 338,032	44.5%		$ 2,313,978
Sheet Metal Worker	Direct Labor	15	2,080	$ 27.13	$ 142,966	50.9%		$ 1,419,947
Asst Foreman NY	Direct Labor	5	2,080	$ 32.24	$ 162,801	41.7%		$ 637,929
Night Test Foreman	Direct Labor	2	2,080	$ 36.85	$ 41,708	41.3%		$ 258,370
Signal Maintainer	Direct Labor	63	2,080	$ 29.50	$ 286,243	49.7%		$ 6,079,379
Signal Operations	Direct Labor	23	2,080	$ 27.62	$ 334,899	46.4%		$ 2,269,121
Drawbridge Operations	Direct Labor	9	2,080	$ 25.98	$ 200,477	48.0%		$ 920,292
Radio System Maintenance	Direct Labor	5	2,080	$ 34.41	$ 65,938	44.3%		$ 582,429
Signaling Inspection	Service	-	1				$ 118,976	$ 118,976
Signal Maintenance	Service	-	1				$ 1,097,824	$ 1,097,824
Comms (PABX, Radio)	Service	-	1				$ 151,424	$ 151,424
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,130,813	$ 1,130,813
Station Cleaning and Maintenance	Service	-	1				$ 1,768,871	$ 1,768,871
Depot Maintenance	Service	-	1				$ 1,965,397	$ 1,965,397
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 2 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Track Inspection & Response	Service	-	1				$ 1,393,101	$ 1,393,101
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 12,286,564	$ 12,286,564
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 2,267,595	$ 2,267,595
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Spare	-	1				$ 847,889	$ 847,889
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**560**						**$ 83,850,041**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 8,582,608	$ 8,582,608
Water/Sewerage	Utilities	-	1				$ 339,928	$ 339,928
Waste/Trash Removal	Service	-	1				$ 2,354,222	$ 2,354,222
Winterisation	Service	-	1				$ 295,383	$ 295,383
Gas	Utilities	-	1				$ 1,670,779	$ 1,670,779
Environmental Services	Service	-	1				$ 3,451,332	$ 3,451,332
Fuel	Utilities	-	1				$ 2,325,776	$ 2,325,776
Sub Total - Environmental Services and Utilities		**-**						**$ 19,020,029**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,954**						**$ 297,381,131**
Profit								
Profit	Profit						$ 10,557,245	$ 10,557,245
Net Annual Fee							**Year 2:**	**$ 307,938,376**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 3 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 331,036.18		20.3%		$ 398,084
Chief Engineer	Direct Labor	1	1	$ 204,138.98		17.8%		$ 240,565
Chief Transportation Officer	Direct Labor	1	1	$ 198,621.71		28.6%		$ 255,415
Customer Service Manager	Direct Labor	1	1	$ 236,578.87		25.3%		$ 296,512
Chief Mechanical Officer	Direct Labor	1	1	$ 205,284.36		27.1%		$ 260,904
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 224,082.63		25.5%		$ 281,256
Manager - Safety	Direct Labor	1	1	$ 188,227.17		29.2%		$ 243,223
Manager - Quality	Direct Labor	1	1	$ 165,518.09		32.7%		$ 219,574
Legal and Compliance	Direct Labor	4	1	$ 145,388.05		32.0%		$ 767,540
Other Managers	Direct Labor	8	1	$ 127,037.28		36.8%		$ 1,390,783
Accounts/Payroll	Direct Labor	8	1	$ 76,867.98		46.7%		$ 902,335
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 99,806.87		44.7%		$ 2,021,265
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 104,886.61		45.2%		$ 456,955
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 100,910.31		46.7%		$ 296,050
Human Resources and Training & Qualification	Direct Labor	8	1	$ 86,547.31		43.5%		$ 993,519
Safety and Security	Direct Labor	7	1	$ 76,858.39		47.6%		$ 737,475
Claims Management	Direct Labor	2	1	$ 110,403.88		43.1%		$ 316,017
Contracts and Procurement	Direct Labor	6	1	$ 80,236.93		47.6%		$ 710,686
Environmental Engineering	Direct Labor	1	1	$ 87,085.69		51.2%		$ 131,638
Materials Management	Direct Labor	16	2,080	$ 26.38	$ 101,944	54.8%		$ 1,461,195
Accessibility	Direct Labor	1	1	$ 105,367.71		45.4%		$ 153,182
Clerical Support	Direct Labor	24	2,080	$ 26.34	$ 131,533	53.8%		$ 2,152,694
Claims and Insurance	Service	-	1				$ 3,046,460	$ 3,046,460
Legal & Professional Fees	Service	-	1				$ 1,267,043	$ 1,267,043
Office Supplies & Services	Service	-	1				$ 918,896	$ 918,896
Office Cleaning	Service	-	1				$ 74,824	$ 74,824
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 558,753	$ 558,753
Training	Service	-	1				$ 1,006,424	$ 1,006,424
Safety, Security and Quality	Service	-	1				$ 212,492	$ 212,492
Service Level Agreements contingency	Service	-	1				$ 1,882,500	$ 1,882,500
Sub Total - Admin/HR		**111**						**$ 23,654,259**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 79,511.10		35.2%		$ 537,357
Customer Service / Help Desk	Direct Labor	13	2,080	$ 26.35	$ 147,185	53.0%		$ 1,237,443
Announcements	Direct Labor	-	2,080	$ -	$ -	-		
Ticketing and Retail	Direct Labor	22	2,080	$ 27.76	$ 255,094	48.7%		$ 2,144,677
Cashier	Direct Labor	4	2,080	$ 28.85	$ 41,493	43.5%		$ 385,885

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 3 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 333,024	$ 333,024
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,638,386**
Transportation Services								
Management	Direct Labor	4	1	$ 129,544.66		34.9%		$ 698,839
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 136,546.35		37.0%		$ 748,343
Rules Examiners	Direct Labor	3	1	$ 91,697.07		41.2%		$ 388,545
Engineers/Drivers	Direct Labor	165	2,080	$ 43.91	$ 4,995,481	35.8%		$ 25,441,672
Conductors	Direct Labor	166	2,080	$ 36.62	$ 4,279,477	41.2%		$ 22,087,409
Asst Conductors	Direct Labor	195	2,080	$ 35.56	$ 2,125,082	45.2%		$ 23,077,097
Trainee Drivers	Direct Labor	12	2,080	$ 41.42	$ 360,266	37.7%		$ 1,783,898
Crew Dispatcher	Direct Labor	37	2,080	$ 36.63	$ -	46.1%		$ 4,119,440
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 96,796.14		47.4%		$ 3,567,708
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 30.67	$ -	52.4%		$ 1,264,052
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 34.66	$ -	47.5%		$ 2,127,419
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		
On-Time Performance contingency	Service	-	1				$ 1,333,617	$ 1,333,617
Non On-Time Performance contingency	Service	-	1				$ 711,473	$ 711,473
Sub Total - Transportation Services		**644**						**$ 87,349,511**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 115,723.38		38.3%		$ 3,041,931
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 90,829.15		41.3%		$ 1,411,306
Fitters/Mechanics	Direct Labor	203	2,080	$ 28.33	$ 5,837,786	45.5%		$ 23,289,467
Electricians	Direct Labor	117	2,080	$ 29.55	$ 3,688,417	44.1%		$ 14,056,601
Foremen	Direct Labor	66	2,080	$ 32.89	$ 2,123,087	42.5%		$ 8,559,069
Laborer/Other	Direct Labor	40	2,080	$ 24.54	$ 1,196,782	48.8%		$ 4,236,198
Cleaning	Direct Labor	103	2,080	$ 21.43	$ 2,250,015	54.4%		$ 9,340,741
Locos	Materials	-	1				$ 6,593,166	$ 6,593,166
Control Trailers	Materials	-	1				$ 2,381,137	$ 2,381,137
Trailers	Materials	-	1				$ 6,192,162	$ 6,192,162
Non-Revenue Fleet	Materials	-	1				$ 1,433,731	$ 1,433,731
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	27	2,080	$ 28.46	$ -	52.4%	$ -	$ 2,443,218
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 3 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**587**						**$ 82,978,727**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 120,816.75		40.6%		$ 849,302
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 90,000.13		49.9%		$ 674,628
Track and Work Equipment	Direct Labor	8	1	$ 88,820.58		49.5%		$ 1,061,991
Communications & Signalling	Direct Labor	16	1	$ 95,744.79		43.6%		$ 2,200,141
Bridges, Buildings & Structures	Direct Labor	6	1	$ 87,752.04		46.7%		$ 772,334
Facilities	Direct Labor	3	1	$ 89,934.07		41.6%		$ 382,040
Administration	Direct Labor	3	1	$ 77,351.38		45.4%		$ 337,334
Trackman / Laborer	Direct Labor	56	2,080	$ 26.47	$ 675,160	49.1%		$ 5,294,717
Asst Foreman Track	Direct Labor	36	2,080	$ 29.00	$ 898,770	46.1%		$ 4,050,779
Foreman Track	Direct Labor	27	2,080	$ 31.29	$ 846,051	43.9%		$ 3,376,495
Foreman II	Direct Labor	17	2,080	$ 34.41	$ 519,078	42.0%		$ 2,246,657
Welding Foreman	Direct Labor	3	2,080	$ 31.22	$ 70,011	45.6%		$ 353,664
Welders	Direct Labor	18	2,080	$ 29.21	$ 324,271	48.3%		$ 1,946,846
Work Equipment Operator	Direct Labor	22	2,080	$ 28.93	$ 595,239	46.3%		$ 2,552,462
Signal Inspector	Direct Labor	17	2,080	$ 36.38	$ 345,292	43.3%		$ 2,188,506
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 32.22	$ 476,050	44.4%		$ 2,993,988
Roadway Mechanic	Direct Labor	4	2,080	$ 32.80	$ 71,957	45.8%		$ 469,905
Truck Driver	Direct Labor	21	2,080	$ 26.04	$ 484,247	49.6%		$ 2,203,981
B&B Mechanic	Direct Labor	57	2,080	$ 28.78	$ 1,123,119	47.8%		$ 6,164,060
B&B Foreman	Direct Labor	26	2,080	$ 31.91	$ 792,938	43.7%		$ 3,273,043
Watchman	Direct Labor	10	2,080	$ 24.59	$ 108,675	51.8%		$ 884,996
Machinist	Direct Labor	29	2,080	$ 28.01	$ 640,605	46.3%		$ 3,112,104
Electrician	Direct Labor	22	2,080	$ 30.79	$ 334,559	45.4%		$ 2,383,592
Sheet Metal Worker	Direct Labor	14	2,080	$ 27.92	$ 210,571	50.4%		$ 1,454,773
Asst Foreman NY	Direct Labor	5	2,080	$ 33.21	$ 160,489	42.8%		$ 653,483
Night Test Foreman	Direct Labor	2	2,080	$ 37.95	$ 40,287	42.4%		$ 265,081
Signal Maintainer	Direct Labor	63	2,080	$ 30.39	$ 217,534	51.1%		$ 6,234,803
Signal Operations	Direct Labor	23	2,080	$ 28.40	$ 306,242	47.8%		$ 2,314,434
Drawbridge Operations	Direct Labor	9	2,080	$ 26.74	$ 208,222	48.9%		$ 953,720
Radio System Maintenance	Direct Labor	5	2,080	$ 35.45	$ 62,366	45.4%		$ 598,216
Signaling Inspection	Service	-	1				$ 123,735	$ 123,735
Signal Maintenance	Service	-	1				$ 1,141,737	$ 1,141,737
Comms (PABX, Radio)	Service	-	1				$ 157,481	$ 157,481
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,176,045	$ 1,176,045
Station Cleaning and Maintenance	Service	-	1				$ 1,815,548	$ 1,815,548
Depot Maintenance	Service	-	1				$ 1,916,211	$ 1,916,211
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 3 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Track Inspection & Response	Service	-	1				$ 1,448,825	$ 1,448,825
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 12,774,026	$ 12,774,026
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 1,945,951	$ 1,945,951
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Spare	-	1				$ 867,814	$ 867,814
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**559**						**$ 85,715,446**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 8,882,999	$ 8,882,999
Water/Sewerage	Utilities	-	1				$ 351,825	$ 351,825
Waste/Trash Removal	Service	-	1				$ 2,455,605	$ 2,455,605
Winterisation	Service	-	1				$ 302,325	$ 302,325
Gas	Utilities	-	1				$ 1,729,257	$ 1,729,257
Environmental Services	Service	-	1				$ 3,578,903	$ 3,578,903
Fuel	Utilities	-	1				$ 2,436,417	$ 2,436,417
Sub Total - Environmental Services and Utilities		**-**						**$ 19,737,331**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,944**						**$ 304,073,660**
Profit								
Profit	Profit						$ 10,807,998	$ 10,807,998
Net Annual Fee							**Year 3:**	**$ 314,881,658**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 339,312.08		20.5%		$ 408,926
Chief Engineer	Direct Labor	1	1	$ 209,242.45		17.9%		$ 246,690
Chief Transportation Officer	Direct Labor	1	1	$ 203,587.25		29.0%		$ 262,672
Customer Service Manager	Direct Labor	1	1	$ 242,493.34		25.7%		$ 304,796
Chief Mechanical Officer	Direct Labor	1	1	$ 210,416.47		27.5%		$ 268,341
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 229,684.70		25.9%		$ 289,203
Manager - Safety	Direct Labor	1	1	$ 192,932.85		29.7%		$ 250,198
Manager - Quality	Direct Labor	1	1	$ 169,656.04		33.2%		$ 225,935
Legal and Compliance	Direct Labor	4	1	$ 149,022.76		32.4%		$ 789,392
Other Managers	Direct Labor	7	1	$ 116,499.66		40.3%		$ 1,144,444
Accounts/Payroll	Direct Labor	8	1	$ 78,789.68		47.6%		$ 930,091
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 102,302.04		45.4%		$ 2,082,890
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 107,508.77		46.0%		$ 470,917
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 103,433.07		47.5%		$ 305,091
Human Resources and Training & Qualification	Direct Labor	8	1	$ 88,710.99		44.2%		$ 1,023,644
Safety and Security	Direct Labor	7	1	$ 78,779.85		48.5%		$ 760,263
Claims Management	Direct Labor	2	1	$ 113,163.97		43.9%		$ 325,640
Contracts and Procurement	Direct Labor	6	1	$ 82,242.85		48.5%		$ 732,784
Environmental Engineering	Direct Labor	1	1	$ 89,262.83		52.1%		$ 135,765
Materials Management	Direct Labor	16	2,080	$ 27.12	$ 105,634	56.0%		$ 1,514,080
Accessibility	Direct Labor	1	1	$ 108,001.90		46.2%		$ 157,850
Clerical Support	Direct Labor	24	2,080	$ 27.11	$ 132,355	55.0%		$ 2,230,063
Claims and Insurance	Service	-	1				$ 3,122,329	$ 3,122,329
Legal & Professional Fees	Service	-	1				$ 1,287,613	$ 1,287,613
Office Supplies & Services	Service	-	1				$ 936,642	$ 936,642
Office Cleaning	Service	-	1				$ 76,582	$ 76,582
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 572,303	$ 572,303
Training	Service	-	1				$ 1,025,286	$ 1,025,286
Safety, Security and Quality	Service	-	1				$ 275,629	$ 275,629
Service Level Agreements contingency	Service	-	1				$ 1,405,833	$ 1,405,833
Sub Total - Admin/HR		**110**						**$ 23,561,891**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 81,498.87		35.5%		$ 552,301
Customer Service / Help Desk	Direct Labor	13	2,080	$ 27.00	$ 152,090	54.3%		$ 1,278,686
Announcements	Direct Labor	-	2,080	$ -	$ -	-		
Ticketing and Retail	Direct Labor	22	2,080	$ 28.63	$ 264,636	49.7%		$ 2,224,905
Cashier	Direct Labor	4	2,080	$ 29.58	$ 42,794	44.3%		$ 397,985

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 4 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 340,850	$ 340,850
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,794,726**
Transportation Services								
Management	Direct Labor	4	1	$ 132,783.28		35.4%		$ 719,048
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 139,960.01		37.6%		$ 770,528
Rules Examiners	Direct Labor	3	1	$ 93,989.49		41.9%		$ 399,998
Engineers/Drivers	Direct Labor	163	2,080	$ 44.87	$ 4,622,040	37.1%		$ 25,534,842
Conductors	Direct Labor	164	2,080	$ 37.45	$ 3,969,106	42.7%		$ 22,222,485
Asst Conductors	Direct Labor	193	2,080	$ 36.95	$ 1,932,813	46.1%		$ 23,612,716
Trainee Drivers	Direct Labor	12	2,080	$ 42.43	$ 330,094	39.2%		$ 1,803,901
Crew Dispatcher	Direct Labor	37	2,080	$ 37.60	$ -	47.0%		$ 4,255,152
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 99,216.04		48.2%		$ 3,677,132
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 31.44	$ -	53.6%		$ 1,305,960
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 35.41	$ -	48.7%		$ 2,189,488
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		
On-Time Performance contingency	Service	-	1				$ 1,287,667	$ 1,287,667
Non On-Time Performance contingency	Service	-	1				$ 723,506	$ 723,506
Sub Total - Transportation Services		**639**						**$ 88,502,423**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 118,616.46		38.9%		$ 3,131,122
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 93,099.87		41.9%		$ 1,452,753
Fitters/Mechanics	Direct Labor	202	2,080	$ 29.05	$ 5,832,633	46.7%		$ 23,726,215
Electricians	Direct Labor	117	2,080	$ 30.29	$ 3,603,757	45.3%		$ 14,274,997
Foremen	Direct Labor	65	2,080	$ 33.66	$ 2,203,915	43.2%		$ 8,754,639
Laborer/Other	Direct Labor	40	2,080	$ 25.26	$ 1,236,378	49.8%		$ 4,384,995
Cleaning	Direct Labor	103	2,080	$ 22.29	$ 2,092,697	56.2%		$ 9,553,425
Locos	Materials	-	1				$ 6,823,672	$ 6,823,672
Control Trailers	Materials	-	1				$ 2,435,848	$ 2,435,848
Trailers	Materials	-	1				$ 6,294,902	$ 6,294,902
Non-Revenue Fleet	Materials	-	1				$ 1,490,098	$ 1,490,098
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	25	2,080	$ 29.17	$ 26,005	53.1%	$ -	$ 2,378,981
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 4 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**582**						**$ 84,701,648**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 123,837.17		41.3%		$ 874,864
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 92,250.13		50.8%		$ 695,700
Track and Work Equipment	Direct Labor	8	1	$ 91,041.10		50.4%		$ 1,095,398
Communications & Signalling	Direct Labor	16	1	$ 98,138.41		44.3%		$ 2,266,479
Bridges, Buildings & Structures	Direct Labor	6	1	$ 89,945.84		47.5%		$ 795,902
Facilities	Direct Labor	3	1	$ 92,182.42		42.2%		$ 393,382
Administration	Direct Labor	3	1	$ 79,285.17		46.1%		$ 347,505
Trackman / Laborer	Direct Labor	56	2,080	$ 27.08	$ 619,723	50.7%		$ 5,396,402
Asst Foreman Track	Direct Labor	36	2,080	$ 29.64	$ 898,406	47.4%		$ 4,152,902
Foreman Track	Direct Labor	27	2,080	$ 31.95	$ 844,459	45.1%		$ 3,449,287
Foreman II	Direct Labor	17	2,080	$ 35.24	$ 512,060	43.2%		$ 2,296,437
Welding Foreman	Direct Labor	3	2,080	$ 31.96	$ 68,792	46.9%		$ 361,680
Welders	Direct Labor	18	2,080	$ 29.81	$ 298,598	50.1%		$ 1,973,394
Work Equipment Operator	Direct Labor	22	2,080	$ 29.55	$ 586,417	47.7%		$ 2,596,382
Signal Inspector	Direct Labor	17	2,080	$ 37.25	$ 320,019	44.6%		$ 2,224,345
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 33.03	$ 408,248	46.0%		$ 3,020,445
Roadway Mechanic	Direct Labor	4	2,080	$ 32.27	$ 47,333	49.4%		$ 448,432
Truck Driver	Direct Labor	21	2,080	$ 26.61	$ 470,898	51.2%		$ 2,247,287
B&B Mechanic	Direct Labor	57	2,080	$ 29.48	$ 984,615	49.6%		$ 6,214,308
B&B Foreman	Direct Labor	26	2,080	$ 32.51	$ 713,880	45.5%		$ 3,272,194
Watchman	Direct Labor	10	2,080	$ 25.20	$ 100,732	53.4%		$ 905,036
Machinist	Direct Labor	29	2,080	$ 28.42	$ 579,788	48.2%		$ 3,121,323
Electrician	Direct Labor	22	2,080	$ 31.56	$ 266,757	47.3%		$ 2,393,466
Sheet Metal Worker	Direct Labor	14	2,080	$ 28.61	$ 190,762	52.0%		$ 1,457,044
Asst Foreman NY	Direct Labor	5	2,080	$ 34.04	$ 160,830	43.8%		$ 669,736
Night Test Foreman	Direct Labor	2	2,080	$ 38.90	$ 34,930	43.9%		$ 267,883
Signal Maintainer	Direct Labor	63	2,080	$ 31.15	$ 75,136	53.0%		$ 6,296,110
Signal Operations	Direct Labor	23	2,080	$ 29.07	$ 244,218	49.8%		$ 2,327,650
Drawbridge Operations	Direct Labor	9	2,080	$ 27.39	$ 215,006	50.0%		$ 984,296
Radio System Maintenance	Direct Labor	5	2,080	$ 36.33	$ 42,948	47.2%		$ 599,326
Signaling Inspection	Service	-	1				$ 128,684	$ 128,684
Signal Maintenance	Service	-	1				$ 1,187,406	$ 1,187,406
Comms (PABX, Radio)	Service	-	1				$ 163,780	$ 163,780
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,252,334	$ 1,252,334
Station Cleaning and Maintenance	Service	-	1				$ 1,863,563	$ 1,863,563
Depot Maintenance	Service	-	1				$ 1,970,476	$ 1,970,476
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

		Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total $ (12 months)
			Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
		select	#	#	$ or $/hr	$	%	$	$
		Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
		Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
	Track Inspection & Response		Service	-	1				$ 1,506,778	$ 1,506,778
	Maintenance of Way (Planned Work)		Major maint/cap	-	1				$ 13,280,987	$ 13,280,987
	Road Vehicles (equivalent lease rate)		Materials	-	1				$ 1,942,215	$ 1,942,215
	Positive Train Control		Materials	-	1				$ -	$ -
	Janitorial Services & Expenses		Spare	-	1				$ 888,208	$ 888,208
	Spare		Spare							$ -
	Spare		Spare							$ -
	Sub Total - Engineering Services			**558**						**$ 87,429,026**
Environmental Services and Utilities										
	Electricity		Utilities	-	1				$ 9,193,904	$ 9,193,904
	Water/Sewerage		Utilities	-	1				$ 364,139	$ 364,139
	Waste/Trash Removal		Service	-	1				$ 2,561,443	$ 2,561,443
	Winterisation		Service	-	1				$ 309,429	$ 309,429
	Gas		Utilities	-	1				$ 1,789,781	$ 1,789,781
	Environmental Services		Service	-	1				$ 3,482,025	$ 3,482,025
	Fuel		Utilities	-	1				$ 2,551,638	$ 2,551,638
	Sub Total - Environmental Services and Utilities			**-**						**$ 20,252,359**
Station and Security - General										
	Station Security		Service	-	1				$ -	$ -
	Depot Security		Service	-	1				$ -	$ -
	Spare		Spare							$ -
	Spare		Spare							$ -
	Spare		Spare							$ -
	Sub Total - Station and Security - General			**-**						**$ -**
	Sub Total - Net Annual Fee (before Profit)			**1,934**						**$ 309,242,073**
Profit										
	Profit		Profit						$ 10,992,926	$ 10,992,926
Net Annual Fee									**Year 4:**	**$ 320,234,999**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 5 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 347,794.88		20.8%		$ 420,081
Chief Engineer	Direct Labor	1	1	$ 214,473.51		17.9%		$ 252,967
Chief Transportation Officer	Direct Labor	1	1	$ 208,676.93		29.5%		$ 270,154
Customer Service Manager	Direct Labor	1	1	$ 248,555.68		26.1%		$ 313,331
Chief Mechanical Officer	Direct Labor	1	1	$ 215,676.88		28.0%		$ 276,008
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 235,426.82		26.3%		$ 297,391
Manager - Safety	Direct Labor	1	1	$ 197,756.17		30.2%		$ 257,392
Manager - Quality	Direct Labor	1	1	$ 173,897.44		33.7%		$ 232,499
Legal and Compliance	Direct Labor	4	1	$ 152,748.33		32.9%		$ 811,920
Other Managers	Direct Labor	7	1	$ 119,412.15		41.0%		$ 1,178,495
Accounts/Payroll	Direct Labor	8	1	$ 80,759.42		48.4%		$ 958,794
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 104,859.59		46.2%		$ 2,146,609
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 110,196.49		46.8%		$ 485,356
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 106,018.89		48.3%		$ 314,444
Human Resources and Training & Qualification	Direct Labor	8	1	$ 90,928.76		45.0%		$ 1,054,776
Safety and Security	Direct Labor	7	1	$ 80,749.35		49.3%		$ 783,834
Claims Management	Direct Labor	2	1	$ 115,993.07		44.7%		$ 335,590
Contracts and Procurement	Direct Labor	6	1	$ 84,298.92		49.4%		$ 755,647
Environmental Engineering	Direct Labor	1	1	$ 91,494.40		53.1%		$ 140,037
Materials Management	Direct Labor	16	2,080	$ 27.71	$ 108,945	57.5%		$ 1,561,547
Accessibility	Direct Labor	1	1	$ 110,701.95		47.0%		$ 162,677
Clerical Support	Direct Labor	24	2,080	$ 27.74	$ 132,996	56.4%		$ 2,299,631
Claims and Insurance	Service	-	1				$ 3,203,387	$ 3,203,387
Legal & Professional Fees	Service	-	1				$ 1,308,645	$ 1,308,645
Office Supplies & Services	Service	-	1				$ 957,124	$ 957,124
Office Cleaning	Service	-	1				$ 78,382	$ 78,382
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 584,937	$ 584,937
Training	Service	-	1				$ 1,044,726	$ 1,044,726
Safety, Security and Quality	Service	-	1				$ 243,028	$ 243,028
Service Level Agreements contingency	Service	-	1				$ 1,372,500	$ 1,372,500
Sub Total - Admin/HR		**111**						**$ 24,101,909**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 83,536.35		35.9%		$ 567,679
Customer Service / Help Desk	Direct Labor	13	2,080	$ 27.54	$ 156,582	55.7%		$ 1,316,448
Announcements	Direct Labor	-	2,080	$ -	$ -	-		
Ticketing and Retail	Direct Labor	22	2,080	$ 29.20	$ 272,177	50.9%		$ 2,288,303
Cashier	Direct Labor	4	2,080	$ 30.17	$ 43,960	45.4%		$ 408,832

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 5 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 348,860	$ 348,860
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,930,122**
Transportation Services								
Management	Direct Labor	4	1	$ 136,102.86		35.9%		$ 739,893
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 143,459.01		38.3%		$ 793,438
Rules Examiners	Direct Labor	3	1	$ 96,339.23		42.5%		$ 411,822
Engineers/Drivers	Direct Labor	162	2,080	$ 45.71	$ 4,692,894	38.0%		$ 25,955,378
Conductors	Direct Labor	163	2,080	$ 38.00	$ 4,020,104	43.8%		$ 22,529,468
Asst Conductors	Direct Labor	191	2,080	$ 37.81	$ 1,964,052	47.1%		$ 24,082,981
Trainee Drivers	Direct Labor	12	2,080	$ 43.26	$ 338,922	40.1%		$ 1,851,350
Crew Dispatcher	Direct Labor	37	2,080	$ 38.27	$ -	48.2%		$ 4,365,957
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 101,696.45		49.1%		$ 3,790,320
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 32.06	$ -	55.0%		$ 1,344,268
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 35.13	$ -	50.6%		$ 2,201,227
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		
On-Time Performance contingency	Service	-	1				$ 1,300,720	$ 1,300,720
Non On-Time Performance contingency	Service	-	1				$ 741,616	$ 741,616
Sub Total - Transportation Services		**634**						**$ 90,108,438**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 121,581.87		39.5%		$ 3,223,184
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 95,427.37		42.5%		$ 1,495,530
Fitters/Mechanics	Direct Labor	200	2,080	$ 29.59	$ 5,808,331	48.0%		$ 24,035,792
Electricians	Direct Labor	115	2,080	$ 30.88	$ 3,626,716	46.4%		$ 14,438,998
Foremen	Direct Labor	65	2,080	$ 34.29	$ 2,233,520	44.3%		$ 8,925,583
Laborer/Other	Direct Labor	40	2,080	$ 25.77	$ 1,254,058	51.2%		$ 4,496,409
Cleaning	Direct Labor	103	2,080	$ 22.94	$ 1,901,075	58.5%		$ 9,692,106
Locos	Materials	-	1				$ 7,059,870	$ 7,059,870
Control Trailers	Materials	-	1				$ 2,518,343	$ 2,518,343
Trailers	Materials	-	1				$ 6,499,554	$ 6,499,554
Non-Revenue Fleet	Materials	-	1				$ 1,548,686	$ 1,548,686
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	24	2,080	$ 29.76	$ 111,393	53.4%	$ -	$ 2,413,060
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 5 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**577**						**$ 86,347,114**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 126,933.10		42.0%		$ 901,282
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 94,556.39		51.8%		$ 717,513
Track and Work Equipment	Direct Labor	8	1	$ 93,317.12		51.4%		$ 1,129,981
Communications & Signalling	Direct Labor	16	1	$ 100,591.87		45.1%		$ 2,335,026
Bridges, Buildings & Structures	Direct Labor	6	1	$ 92,194.49		48.3%		$ 820,271
Facilities	Direct Labor	3	1	$ 94,486.98		42.9%		$ 405,093
Administration	Direct Labor	3	1	$ 81,267.30		46.8%		$ 358,014
Trackman / Laborer	Direct Labor	56	2,080	$ 27.59	$ 530,916	52.7%		$ 5,459,226
Asst Foreman Track	Direct Labor	36	2,080	$ 30.10	$ 877,291	49.0%		$ 4,222,720
Foreman Track	Direct Labor	27	2,080	$ 32.30	$ 806,484	46.8%		$ 3,471,261
Foreman II	Direct Labor	17	2,080	$ 35.92	$ 507,010	44.6%		$ 2,343,118
Welding Foreman	Direct Labor	3	2,080	$ 32.57	$ 63,369	48.6%		$ 365,341
Welders	Direct Labor	18	2,080	$ 30.27	$ 256,470	52.3%		$ 1,982,102
Work Equipment Operator	Direct Labor	22	2,080	$ 30.05	$ 567,242	49.3%		$ 2,623,611
Signal Inspector	Direct Labor	17	2,080	$ 37.98	$ 301,077	45.9%		$ 2,260,323
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 33.69	$ 399,753	47.2%		$ 3,087,096
Roadway Mechanic	Direct Labor	4	2,080	$ 32.49	$ 39,324	51.6%		$ 449,110
Truck Driver	Direct Labor	21	2,080	$ 27.24	$ 456,274	52.9%		$ 2,291,954
B&B Mechanic	Direct Labor	57	2,080	$ 29.89	$ 910,660	51.5%		$ 6,281,175
B&B Foreman	Direct Labor	26	2,080	$ 33.09	$ 697,760	46.9%		$ 3,327,206
Watchman	Direct Labor	10	2,080	$ 25.70	$ 86,472	55.5%		$ 917,989
Machinist	Direct Labor	29	2,080	$ 29.19	$ 589,476	49.3%		$ 3,218,714
Electrician	Direct Labor	22	2,080	$ 32.19	$ 246,526	48.7%		$ 2,437,374
Sheet Metal Worker	Direct Labor	14	2,080	$ 29.18	$ 181,965	53.7%		$ 1,487,769
Asst Foreman NY	Direct Labor	5	2,080	$ 34.72	$ 164,012	44.8%		$ 686,814
Night Test Foreman	Direct Labor	2	2,080	$ 39.68	$ 17,213	46.8%		$ 259,457
Signal Maintainer	Direct Labor	62	2,080	$ 31.77	$ 117,467	54.2%		$ 6,434,261
Signal Operations	Direct Labor	23	2,080	$ 29.62	$ 216,190	51.5%		$ 2,363,923
Drawbridge Operations	Direct Labor	9	2,080	$ 27.92	$ 221,166	51.3%		$ 1,012,099
Radio System Maintenance	Direct Labor	5	2,080	$ 37.06	$ 29,128	49.1%		$ 603,719
Signaling Inspection	Service	-	1				$ 133,832	$ 133,832
Signal Maintenance	Service	-	1				$ 1,234,903	$ 1,234,903
Comms (PABX, Radio)	Service	-	1				$ 170,331	$ 170,331
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,302,427	$ 1,302,427
Station Cleaning and Maintenance	Service	-	1				$ 1,912,928	$ 1,912,928
Depot Maintenance	Service	-	1				$ 2,026,484	$ 2,026,484

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 5 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000
Track Inspection & Response	Service	-	1				$ 1,567,049	$ 1,567,049
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 13,755,302	$ 13,755,302
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 1,936,153	$ 1,936,153
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Spare	-	1				$ 909,081	$ 909,081
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**557**						**$ 89,302,031**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 9,515,691	$ 9,515,691
Water/Sewerage	Utilities	-	1				$ 376,884	$ 376,884
Waste/Trash Removal	Service	-	1				$ 2,671,933	$ 2,671,933
Winterisation	Service	-	1				$ 316,701	$ 316,701
Gas	Utilities	-	1				$ 1,852,423	$ 1,852,423
Environmental Services	Service	-	1				$ 3,611,844	$ 3,611,844
Fuel	Utilities	-	1				$ 2,677,436	$ 2,677,436
Sub Total - Environmental Services and Utilities		**-**						**$ 21,022,912**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,923**						**$ 315,812,526**
Profit								
Profit	Profit						$ 11,228,062	$ 11,228,062
Net Annual Fee							**Year 5:**	**$ 327,040,588**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 6 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 356,489.76		21.1%		$ 431,562
Chief Engineer	Direct Labor	1	1	$ 219,835.35		18.0%		$ 259,401
Chief Transportation Officer	Direct Labor	1	1	$ 213,893.85		29.9%		$ 277,870
Customer Service Manager	Direct Labor	1	1	$ 254,769.57		26.4%		$ 322,126
Chief Mechanical Officer	Direct Labor	1	1	$ 221,068.80		28.4%		$ 283,912
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 241,312.49		26.7%		$ 305,830
Manager - Safety	Direct Labor	1	1	$ 202,700.08		30.6%		$ 264,812
Manager - Quality	Direct Labor	1	1	$ 178,244.88		34.2%		$ 239,272
Legal and Compliance	Direct Labor	4	1	$ 156,567.03		33.4%		$ 835,147
Other Managers	Direct Labor	7	1	$ 122,397.46		41.7%		$ 1,213,669
Accounts/Payroll	Direct Labor	8	1	$ 82,778.41		49.3%		$ 988,482
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 107,481.08		47.0%		$ 2,212,507
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 112,951.40		47.6%		$ 500,290
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 108,669.37		49.1%		$ 324,121
Human Resources and Training & Qualification	Direct Labor	8	1	$ 93,201.98		45.8%		$ 1,086,955
Safety and Security	Direct Labor	7	1	$ 82,768.08		50.2%		$ 808,216
Claims Management	Direct Labor	2	1	$ 118,892.90		45.5%		$ 345,878
Contracts and Procurement	Direct Labor	6	1	$ 86,406.39		50.3%		$ 779,305
Environmental Engineering	Direct Labor	1	1	$ 93,781.76		54.0%		$ 144,461
Materials Management	Direct Labor	16	2,080	$ 28.41	$ 112,646	58.9%		$ 1,614,594
Accessibility	Direct Labor	1	1	$ 113,469.50		47.8%		$ 167,669
Clerical Support	Direct Labor	24	2,080	$ 28.49	$ 132,510	57.8%		$ 2,376,831
Claims and Insurance	Service	-	1				$ 3,287,870	$ 3,287,870
Legal & Professional Fees	Service	-	1				$ 1,330,220	$ 1,330,220
Office Supplies & Services	Service	-	1				$ 978,298	$ 978,298
Office Cleaning	Service	-	1				$ 80,224	$ 80,224
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 599,367	$ 599,367
Training	Service	-	1				$ 1,065,264	$ 1,065,264
Safety, Security and Quality	Service	-	1				$ 231,702	$ 231,702
Service Level Agreements contingency	Service	-	1				$ 1,297,500	$ 1,297,500
Sub Total - Admin/HR		**111**						**$ 24,653,355**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 85,624.75		36.3%		$ 583,503
Customer Service / Help Desk	Direct Labor	13	2,080	$ 28.23	$ 161,850	57.0%		$ 1,360,741
Announcements	Direct Labor	-	2,080	$ -	$ -	-		
Ticketing and Retail	Direct Labor	22	2,080	$ 29.93	$ 281,081	52.0%		$ 2,363,165
Cashier	Direct Labor	4	2,080	$ 30.92	$ 45,350	46.3%		$ 421,751

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 6 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 357,058	$ 357,058
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 5,086,218**
Transportation Services								
Management	Direct Labor	4	1	$ 139,505.43		36.4%		$ 761,396
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 147,045.48		38.9%		$ 817,103
Rules Examiners	Direct Labor	3	1	$ 98,747.71		43.1%		$ 424,029
Engineers/Drivers	Direct Labor	161	2,080	$ 46.68	$ 4,774,009	38.9%		$ 26,432,896
Conductors	Direct Labor	161	2,080	$ 38.76	$ 4,087,613	44.8%		$ 22,937,128
Asst Conductors	Direct Labor	189	2,080	$ 38.91	$ 2,004,948	47.9%		$ 24,676,645
Trainee Drivers	Direct Labor	12	2,080	$ 44.31	$ 349,368	40.9%		$ 1,907,351
Crew Dispatcher	Direct Labor	37	2,080	$ 38.86	$ -	49.5%		$ 4,471,161
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 104,238.86		49.9%		$ 3,907,423
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 32.87	$ -	56.3%		$ 1,389,256
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 35.47	$ -	52.2%		$ 2,245,813
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		
On-Time Performance contingency	Service	-	1				$ 1,336,973	$ 1,336,973
Non On-Time Performance contingency	Service	-	1				$ 755,959	$ 755,959
Sub Total - Transportation Services		**629**						**$ 92,063,134**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 124,621.42		40.1%		$ 3,318,222
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 97,813.06		43.1%		$ 1,539,686
Fitters/Mechanics	Direct Labor	199	2,080	$ 30.32	$ 5,823,057	49.1%		$ 24,543,773
Electricians	Direct Labor	115	2,080	$ 31.65	$ 3,427,348	48.0%		$ 14,629,262
Foremen	Direct Labor	65	2,080	$ 35.15	$ 2,234,342	45.4%		$ 9,146,070
Laborer/Other	Direct Labor	40	2,080	$ 26.50	$ 1,294,735	52.3%		$ 4,652,208
Cleaning	Direct Labor	103	2,080	$ 23.81	$ 1,721,035	60.6%		$ 9,913,644
Locos	Materials	-	1				$ 7,312,742	$ 7,312,742
Control Trailers	Materials	-	1				$ 2,577,604	$ 2,577,604
Trailers	Materials	-	1				$ 6,611,235	$ 6,611,235
Non-Revenue Fleet	Materials	-	1				$ 1,609,581	$ 1,609,581
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	21	2,080	$ 30.50	$ 345,247	52.0%	$ -	$ 2,410,348
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 6 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**573**						**$ 88,264,377**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 130,106.43		42.7%		$ 928,588
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 96,920.30		52.7%		$ 740,095
Track and Work Equipment	Direct Labor	8	1	$ 95,650.05		52.4%		$ 1,165,789
Communications & Signalling	Direct Labor	16	1	$ 103,106.66		45.8%		$ 2,405,869
Bridges, Buildings & Structures	Direct Labor	6	1	$ 94,499.35		49.1%		$ 845,474
Facilities	Direct Labor	3	1	$ 96,849.16		43.6%		$ 417,184
Administration	Direct Labor	3	1	$ 83,298.98		47.6%		$ 368,874
Trackman / Laborer	Direct Labor	56	2,080	$ 28.23	$ 487,264	54.3%		$ 5,582,661
Asst Foreman Track	Direct Labor	36	2,080	$ 30.85	$ 878,727	50.2%		$ 4,336,367
Foreman Track	Direct Labor	27	2,080	$ 32.85	$ 759,243	48.5%		$ 3,503,179
Foreman II	Direct Labor	17	2,080	$ 36.79	$ 488,533	46.0%		$ 2,387,709
Welding Foreman	Direct Labor	3	2,080	$ 33.34	$ 62,723	49.9%		$ 374,554
Welders	Direct Labor	18	2,080	$ 31.23	$ 257,481	53.4%		$ 2,050,846
Work Equipment Operator	Direct Labor	22	2,080	$ 30.69	$ 542,312	51.0%		$ 2,670,712
Signal Inspector	Direct Labor	17	2,080	$ 38.89	$ 282,967	47.2%		$ 2,306,991
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 34.53	$ 361,400	48.7%		$ 3,142,534
Roadway Mechanic	Direct Labor	4	2,080	$ 33.68	$ 32,235	53.0%		$ 461,010
Truck Driver	Direct Labor	21	2,080	$ 27.98	$ 464,920	54.1%		$ 2,362,654
B&B Mechanic	Direct Labor	57	2,080	$ 30.66	$ 907,834	52.9%		$ 6,463,760
B&B Foreman	Direct Labor	26	2,080	$ 33.83	$ 679,902	48.3%		$ 3,392,921
Watchman	Direct Labor	10	2,080	$ 26.35	$ 77,951	57.3%		$ 939,953
Machinist	Direct Labor	29	2,080	$ 29.89	$ 563,959	50.8%		$ 3,283,583
Electrician	Direct Labor	22	2,080	$ 33.00	$ 223,536	50.2%		$ 2,490,676
Sheet Metal Worker	Direct Labor	14	2,080	$ 29.91	$ 176,929	55.2%		$ 1,528,388
Asst Foreman NY	Direct Labor	5	2,080	$ 35.59	$ 154,362	46.3%		$ 695,658
Night Test Foreman	Direct Labor	2	2,080	$ 40.67	$ 20,869	47.4%		$ 270,263
Signal Maintainer	Direct Labor	62	2,080	$ 32.56	$ 10,620	56.0%		$ 6,562,878
Signal Operations	Direct Labor	23	2,080	$ 30.32	$ 174,847	53.4%		$ 2,400,416
Drawbridge Operations	Direct Labor	9	2,080	$ 28.60	$ 231,778	52.4%		$ 1,047,590
Radio System Maintenance	Direct Labor	5	2,080	$ 37.99	$ -	51.7%		$ 599,108
Signaling Inspection	Service	-	1				$ 139,185	$ 139,185
Signal Maintenance	Service	-	1				$ 1,284,299	$ 1,284,299
Comms (PABX, Radio)	Service	-	1				$ 177,145	$ 177,145
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,354,524	$ 1,354,524
Station Cleaning and Maintenance	Service	-	1				$ 1,954,379	$ 1,954,379
Depot Maintenance	Service	-	1				$ 2,084,295	$ 2,084,295

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 6 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000
Track Inspection & Response	Service	-	1				$ 1,503,199	$ 1,503,199
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 14,301,515	$ 14,301,515
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 1,904,522	$ 1,904,522
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Spare	-	1				$ 930,444	$ 930,444
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**557**						**$ 91,459,788**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 9,848,740	$ 9,848,740
Water/Sewerage	Utilities	-	1				$ 390,075	$ 390,075
Waste/Trash Removal	Service	-	1				$ 2,787,284	$ 2,787,284
Winterisation	Service	-	1				$ 324,143	$ 324,143
Gas	Utilities	-	1				$ 1,917,258	$ 1,917,258
Environmental Services	Service	-	1				$ 3,746,859	$ 3,746,859
Fuel	Utilities	-	1				$ 2,808,869	$ 2,808,869
Sub Total - Environmental Services and Utilities		**-**						**$ 21,823,228**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,915**						**$ 323,350,099**
Profit								
Profit	Profit						$ 11,499,001	$ 11,499,001
Net Annual Fee							**Year 6:**	**$ 334,849,100**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 7 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 365,402.00		21.3%		$ 443,382
Chief Engineer	Direct Labor	1	1	$ 225,331.23		18.0%		$ 265,999
Chief Transportation Officer	Direct Labor	1	1	$ 219,241.20		30.4%		$ 285,830
Customer Service Manager	Direct Labor	1	1	$ 261,138.81		26.8%		$ 331,192
Chief Mechanical Officer	Direct Labor	1	1	$ 226,595.52		28.9%		$ 292,067
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 247,345.30		27.2%		$ 314,533
Manager - Safety	Direct Labor	1	1	$ 207,767.58		31.1%		$ 272,469
Manager - Quality	Direct Labor	1	1	$ 182,701.00		34.8%		$ 246,268
Legal and Compliance	Direct Labor	4	1	$ 160,481.21		33.8%		$ 859,111
Other Managers	Direct Labor	7	1	$ 125,457.39		42.3%		$ 1,250,032
Accounts/Payroll	Direct Labor	8	1	$ 84,847.87		50.2%		$ 1,019,223
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 110,168.11		47.9%		$ 2,280,719
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 115,775.19		48.5%		$ 515,752
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 111,386.10		50.0%		$ 334,141
Human Resources and Training & Qualification	Direct Labor	8	1	$ 95,532.03		46.6%		$ 1,120,250
Safety and Security	Direct Labor	7	1	$ 84,837.28		51.1%		$ 833,466
Claims Management	Direct Labor	2	1	$ 121,865.22		46.3%		$ 356,526
Contracts and Procurement	Direct Labor	6	1	$ 88,566.55		51.3%		$ 803,811
Environmental Engineering	Direct Labor	1	1	$ 96,126.30		55.1%		$ 149,047
Materials Management	Direct Labor	16	2,080	$ 29.12	$ 116,494	60.3%		$ 1,669,741
Accessibility	Direct Labor	1	1	$ 116,306.24		48.6%		$ 172,838
Clerical Support	Direct Labor	24	2,080	$ 29.00	$ 133,275	59.5%		$ 2,441,982
Claims and Insurance	Service	-	1				$ 3,378,225	$ 3,378,225
Legal & Professional Fees	Service	-	1				$ 1,352,250	$ 1,352,250
Office Supplies & Services	Service	-	1				$ 997,985	$ 997,985
Office Cleaning	Service	-	1				$ 82,109	$ 82,109
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 612,984	$ 612,984
Training	Service	-	1				$ 1,080,241	$ 1,080,241
Safety, Security and Quality	Service	-	1				$ 299,978	$ 299,978
Service Level Agreements contingency	Service	-	1				$ 1,297,500	$ 1,297,500
Sub Total - Admin/HR		**111**						**$ 25,359,652**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 87,765.37		36.7%		$ 599,806
Customer Service / Help Desk	Direct Labor	13	2,080	$ 28.94	$ 167,325	58.4%		$ 1,406,770
Announcements	Direct Labor	-	2,080	$ -	$ -	-		
Ticketing and Retail	Direct Labor	22	2,080	$ 30.68	$ 290,324	53.2%		$ 2,440,870
Cashier	Direct Labor	4	2,080	$ 31.69	$ 46,789	47.3%		$ 435,140

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 7 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 365,449	$ 365,449
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 5,248,035**
Transportation Services								
Management	Direct Labor	4	1	$ 142,993.07		37.0%		$ 783,594
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 150,721.62		39.6%		$ 841,565
Rules Examiners	Direct Labor	3	1	$ 101,216.40		43.8%		$ 436,647
Engineers/Drivers	Direct Labor	159	2,080	$ 47.39	$ 4,811,109	39.9%		$ 26,686,586
Conductors	Direct Labor	159	2,080	$ 39.77	$ 4,161,778	45.7%		$ 23,373,031
Asst Conductors	Direct Labor	187	2,080	$ 40.06	$ 2,035,303	48.8%		$ 25,170,605
Trainee Drivers	Direct Labor	12	2,080	$ 45.39	$ 360,177	41.7%		$ 1,965,433
Crew Dispatcher	Direct Labor	37	2,080	$ 39.40	$ -	50.9%		$ 4,575,022
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 106,844.83		50.8%		$ 4,028,688
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 33.69	$ -	57.6%		$ 1,435,998
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 36.51	$ -	53.2%		$ 2,327,342
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		
On-Time Performance contingency	Service	-	1				$ 1,356,823	$ 1,356,823
Non On-Time Performance contingency	Service	-	1				$ 774,088	$ 774,088
Sub Total - Transportation Services		**623**						**$ 93,755,423**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 127,736.95		40.8%		$ 3,416,416
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 100,258.38		43.7%		$ 1,585,311
Fitters/Mechanics	Direct Labor	194	2,080	$ 31.00	$ 5,407,857	50.9%		$ 24,270,237
Electricians	Direct Labor	112	2,080	$ 32.44	$ 3,145,637	49.6%		$ 14,451,938
Foremen	Direct Labor	64	2,080	$ 36.01	$ 2,255,573	46.4%		$ 9,274,412
Laborer/Other	Direct Labor	40	2,080	$ 27.02	$ 1,415,264	53.0%		$ 4,855,189
Cleaning	Direct Labor	100	2,080	$ 24.52	$ 1,730,880	61.9%		$ 9,986,785
Locos	Materials	-	1				$ 7,560,405	$ 7,560,405
Control Trailers	Materials	-	1				$ 2,663,533	$ 2,663,533
Trailers	Materials	-	1				$ 6,821,173	$ 6,821,173
Non-Revenue Fleet	Materials	-	1				$ 1,672,876	$ 1,672,876
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	20	2,080	$ 31.26	$ 547,804	50.1%	$ -	$ 2,500,506
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 7 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**560**						**$ 89,058,781**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 133,359.09		43.5%		$ 956,835
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 99,343.30		53.7%		$ 763,499
Track and Work Equipment	Direct Labor	8	1	$ 98,041.30		53.4%		$ 1,202,901
Communications & Signalling	Direct Labor	16	1	$ 105,684.33		46.6%		$ 2,479,152
Bridges, Buildings & Structures	Direct Labor	6	1	$ 96,861.83		50.0%		$ 871,563
Facilities	Direct Labor	3	1	$ 99,270.39		44.3%		$ 429,682
Administration	Direct Labor	3	1	$ 85,381.46		48.4%		$ 380,109
Trackman / Laborer	Direct Labor	56	2,080	$ 28.88	$ 455,976	55.9%		$ 5,721,545
Asst Foreman Track	Direct Labor	36	2,080	$ 31.62	$ 884,266	51.5%		$ 4,458,960
Foreman Track	Direct Labor	27	2,080	$ 33.66	$ 753,483	49.8%		$ 3,578,736
Foreman II	Direct Labor	17	2,080	$ 37.67	$ 497,836	47.0%		$ 2,456,179
Welding Foreman	Direct Labor	3	2,080	$ 34.14	$ 62,433	51.2%		$ 384,447
Welders	Direct Labor	18	2,080	$ 32.12	$ 243,373	54.9%		$ 2,105,727
Work Equipment Operator	Direct Labor	22	2,080	$ 31.47	$ 535,100	52.4%		$ 2,734,352
Signal Inspector	Direct Labor	17	2,080	$ 39.85	$ 211,388	49.2%		$ 2,313,290
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 35.39	$ 326,918	50.2%		$ 3,205,354
Roadway Mechanic	Direct Labor	4	2,080	$ 33.85	$ 18,879	55.9%		$ 458,087
Truck Driver	Direct Labor	21	2,080	$ 28.61	$ 458,283	55.7%		$ 2,418,399
B&B Mechanic	Direct Labor	57	2,080	$ 31.42	$ 806,528	54.8%		$ 6,570,605
B&B Foreman	Direct Labor	26	2,080	$ 34.85	$ 644,389	49.7%		$ 3,465,717
Watchman	Direct Labor	9	2,080	$ 26.96	$ 143,252	55.8%		$ 965,646
Machinist	Direct Labor	29	2,080	$ 30.59	$ 533,938	52.5%		$ 3,347,489
Electrician	Direct Labor	22	2,080	$ 33.82	$ 191,866	51.7%		$ 2,540,131
Sheet Metal Worker	Direct Labor	14	2,080	$ 30.65	$ 151,358	57.2%		$ 1,554,771
Asst Foreman NY	Direct Labor	5	2,080	$ 36.48	$ 149,401	47.6%		$ 709,304
Night Test Foreman	Direct Labor	2	2,080	$ 41.69	$ 22,155	48.3%		$ 279,379
Signal Maintainer	Direct Labor	62	2,080	$ 33.38	$ -	57.4%		$ 6,774,993
Signal Operations	Direct Labor	23	2,080	$ 30.94	$ 146,790	55.3%		$ 2,444,973
Drawbridge Operations	Direct Labor	9	2,080	$ 29.30	$ 241,500	53.5%		$ 1,083,363
Radio System Maintenance	Direct Labor	5	2,080	$ 38.93	$ -	52.8%		$ 618,705
Signaling Inspection	Service	-	1				$ 144,752	$ 144,752
Signal Maintenance	Service	-	1				$ 1,335,671	$ 1,335,671
Comms (PABX, Radio)	Service	-	1				$ 184,230	$ 184,230
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,441,603	$ 1,441,603
Station Cleaning and Maintenance	Service	-	1				$ 2,017,270	$ 2,017,270
Depot Maintenance	Service	-	1				$ 2,143,970	$ 2,143,970
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 7 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Track Inspection & Response	Service	-	1				$ 1,563,327	$ 1,563,327
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 14,812,332	$ 14,812,332
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 1,894,700	$ 1,894,700
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Spare	-	1				$ 952,310	$ 952,310
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**557**						**$ 93,864,060**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 10,193,446	$ 10,193,446
Water/Sewerage	Utilities	-	1				$ 403,728	$ 403,728
Waste/Trash Removal	Service	-	1				$ 2,907,711	$ 2,907,711
Winterisation	Service	-	1				$ 331,761	$ 331,761
Gas	Utilities	-	1				$ 1,984,362	$ 1,984,362
Environmental Services	Service	-	1				$ 3,887,172	$ 3,887,172
Fuel	Utilities	-	1				$ 2,952,861	$ 2,952,861
Sub Total - Environmental Services and Utilities		**-**						**$ 22,661,040**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,894**						**$ 329,946,992**
Profit								
Profit	Profit						$ 11,734,863	$ 11,734,863
Net Annual Fee							**Year 7:**	**$ 341,681,855**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 8 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 374,537.05		21.6%		$ 455,550
Chief Engineer	Direct Labor	1	1	$ 230,964.51		18.1%		$ 272,762
Chief Transportation Officer	Direct Labor	1	1	$ 224,722.23		30.8%		$ 294,041
Customer Service Manager	Direct Labor	1	1	$ 267,667.28		27.2%		$ 340,538
Chief Mechanical Officer	Direct Labor	1	1	$ 232,260.41		29.4%		$ 300,477
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 253,528.93		27.6%		$ 323,505
Manager - Safety	Direct Labor	1	1	$ 212,961.77		31.7%		$ 280,370
Manager - Quality	Direct Labor	1	1	$ 187,268.53		35.4%		$ 253,490
Legal and Compliance	Direct Labor	4	1	$ 164,493.24		34.3%		$ 883,829
Other Managers	Direct Labor	7	1	$ 128,593.83		43.0%		$ 1,287,612
Accounts/Payroll	Direct Labor	8	1	$ 86,969.06		51.1%		$ 1,051,035
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 112,922.31		48.7%		$ 2,351,299
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 118,669.57		49.4%		$ 531,753
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 114,170.75		50.9%		$ 344,515
Human Resources and Training & Qualification	Direct Labor	8	1	$ 97,920.33		47.4%		$ 1,154,681
Safety and Security	Direct Labor	7	1	$ 86,958.21		52.1%		$ 859,600
Claims Management	Direct Labor	2	1	$ 124,911.85		47.1%		$ 367,542
Contracts and Procurement	Direct Labor	6	1	$ 90,780.72		52.2%		$ 829,184
Environmental Engineering	Direct Labor	1	1	$ 98,529.46		56.1%		$ 153,799
Materials Management	Direct Labor	16	2,080	$ 29.85	$ 120,491	61.7%		$ 1,727,036
Accessibility	Direct Labor	1	1	$ 119,213.89		49.5%		$ 178,187
Clerical Support	Direct Labor	24	2,080	$ 29.85	$ 138,218	60.8%		$ 2,532,163
Claims and Insurance	Service	-	1				$ 3,472,521	$ 3,472,521
Legal & Professional Fees	Service	-	1				$ 1,374,811	$ 1,374,811
Office Supplies & Services	Service	-	1				$ 1,018,620	$ 1,018,620
Office Cleaning	Service	-	1				$ 84,039	$ 84,039
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 624,646	$ 624,646
Training	Service	-	1				$ 1,097,051	$ 1,097,051
Safety, Security and Quality	Service	-	1				$ 243,493	$ 243,493
Service Level Agreements contingency	Service	-	1				$ 1,297,500	$ 1,297,500
Sub Total - Admin/HR		**110**						**$ 25,985,648**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 89,959.51		37.1%		$ 616,589
Customer Service / Help Desk	Direct Labor	13	2,080	$ 29.66	$ 173,011	59.8%		$ 1,454,575
Announcements	Direct Labor	-	2,080	$ -	$ -	-		
Ticketing and Retail	Direct Labor	22	2,080	$ 31.44	$ 299,911	54.4%		$ 2,521,477
Cashier	Direct Labor	4	2,080	$ 32.49	$ 48,280	48.3%		$ 449,007

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 8 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 374,037	$ 374,037
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 5,415,685**
Transportation Services								
Management	Direct Labor	4	1	$ 146,567.90		37.6%		$ 806,503
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 154,489.66		40.3%		$ 866,844
Rules Examiners	Direct Labor	3	1	$ 103,746.81		44.5%		$ 449,680
Engineers/Drivers	Direct Labor	157	2,080	$ 48.43	$ 4,876,811	40.8%		$ 27,087,366
Conductors	Direct Labor	157	2,080	$ 40.82	$ 4,239,250	46.5%		$ 23,826,730
Asst Conductors	Direct Labor	184	2,080	$ 41.25	$ 2,066,711	49.7%		$ 25,684,257
Trainee Drivers	Direct Labor	12	2,080	$ 46.50	$ 371,365	42.5%		$ 2,025,546
Crew Dispatcher	Direct Labor	37	2,080	$ 40.38	$ -	52.0%		$ 4,723,351
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 109,515.95		51.7%		$ 4,154,214
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 34.53	$ -	59.0%		$ 1,484,534
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 37.49	$ -	54.4%		$ 2,407,326
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		
On-Time Performance contingency	Service	-	1				$ 1,388,374	$ 1,388,374
Non On-Time Performance contingency	Service	-	1				$ 789,358	$ 789,358
Sub Total - Transportation Services		**616**						**$ 95,694,082**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 130,930.38		41.4%		$ 3,517,810
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 102,764.84		44.4%		$ 1,632,429
Fitters/Mechanics	Direct Labor	190	2,080	$ 31.74	$ 5,168,449	52.4%		$ 24,287,193
Electricians	Direct Labor	109	2,080	$ 33.11	$ 2,934,791	51.3%		$ 14,346,407
Foremen	Direct Labor	63	2,080	$ 36.90	$ 2,249,118	47.5%		$ 9,379,985
Laborer/Other	Direct Labor	39	2,080	$ 27.48	$ 1,386,986	54.7%		$ 4,836,054
Cleaning	Direct Labor	98	2,080	$ 25.16	$ 1,773,509	63.3%		$ 10,147,477
Locos	Materials	-	1				$ 7,825,550	$ 7,825,550
Control Trailers	Materials	-	1				$ 2,754,272	$ 2,754,272
Trailers	Materials	-	1				$ 7,044,729	$ 7,044,729
Non-Revenue Fleet	Materials	-	1				$ 1,738,664	$ 1,738,664
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	20	2,080	$ 32.04	$ 561,507	51.3%	$ -	$ 2,578,185
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 8 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**549**						**$ 90,088,754**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 136,693.06		44.3%		$ 986,047
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 101,826.89		54.7%		$ 787,741
Track and Work Equipment	Direct Labor	8	1	$ 100,492.34		54.4%		$ 1,241,349
Communications & Signalling	Direct Labor	16	1	$ 108,326.44		47.4%		$ 2,554,927
Bridges, Buildings & Structures	Direct Labor	6	1	$ 99,283.38		50.8%		$ 898,558
Facilities	Direct Labor	3	1	$ 101,752.15		45.0%		$ 442,593
Administration	Direct Labor	3	1	$ 87,515.99		49.2%		$ 391,727
Trackman / Laborer	Direct Labor	56	2,080	$ 29.53	$ 407,986	57.7%		$ 5,849,699
Asst Foreman Track	Direct Labor	36	2,080	$ 32.32	$ 860,733	53.1%		$ 4,557,186
Foreman Track	Direct Labor	27	2,080	$ 34.76	$ 760,893	50.8%		$ 3,700,890
Foreman II	Direct Labor	17	2,080	$ 38.57	$ 492,663	48.3%		$ 2,514,685
Welding Foreman	Direct Labor	3	2,080	$ 34.95	$ 57,911	52.9%		$ 391,352
Welders	Direct Labor	18	2,080	$ 32.79	$ 212,517	56.9%		$ 2,138,878
Work Equipment Operator	Direct Labor	22	2,080	$ 32.38	$ 523,156	53.8%		$ 2,805,584
Signal Inspector	Direct Labor	17	2,080	$ 40.82	$ 164,386	50.9%		$ 2,342,975
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 36.28	$ 310,583	51.5%		$ 3,287,129
Roadway Mechanic	Direct Labor	4	2,080	$ 34.23	$ 8,592	58.6%		$ 460,258
Truck Driver	Direct Labor	21	2,080	$ 29.31	$ 433,625	57.7%		$ 2,466,334
B&B Mechanic	Direct Labor	57	2,080	$ 32.11	$ 834,047	56.1%		$ 6,775,793
B&B Foreman	Direct Labor	26	2,080	$ 35.71	$ 661,528	50.8%		$ 3,573,878
Watchman	Direct Labor	9	2,080	$ 27.40	$ 166,319	56.1%		$ 967,156
Machinist	Direct Labor	29	2,080	$ 31.12	$ 493,118	54.5%		$ 3,392,473
Electrician	Direct Labor	22	2,080	$ 34.67	$ 173,373	53.2%		$ 2,603,456
Sheet Metal Worker	Direct Labor	14	2,080	$ 31.34	$ 133,716	59.2%		$ 1,586,660
Asst Foreman NY	Direct Labor	5	2,080	$ 37.39	$ 155,826	48.5%		$ 733,302
Night Test Foreman	Direct Labor	2	2,080	$ 42.73	$ 20,667	49.6%		$ 286,514
Signal Maintainer	Direct Labor	62	2,080	$ 34.21	$ -	58.8%		$ 7,003,733
Signal Operations	Direct Labor	23	2,080	$ 31.64	$ 115,961	57.1%		$ 2,494,262
Drawbridge Operations	Direct Labor	9	2,080	$ 29.99	$ 248,148	54.8%		$ 1,117,048
Radio System Maintenance	Direct Labor	5	2,080	$ 39.91	$ -	54.0%		$ 639,033
Signaling Inspection	Service	-	1				$ 150,543	$ 150,543
Signal Maintenance	Service	-	1				$ 1,389,098	$ 1,389,098
Comms (PABX, Radio)	Service	-	1				$ 191,600	$ 191,600
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,499,267	$ 1,499,267
Station Cleaning and Maintenance	Service	-	1				$ 2,070,938	$ 2,070,938
Depot Maintenance	Service	-	1				$ 2,205,574	$ 2,205,574

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000
Track Inspection & Response	Service	-	1				$ 1,625,860	$ 1,625,860
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 15,400,825	$ 15,400,825
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 1,996,286	$ 1,996,286
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Spare	-	1				$ 974,689	$ 974,689
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**556**						**$ 96,595,896**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 10,550,217	$ 10,550,217
Water/Sewerage	Utilities	-	1				$ 417,858	$ 417,858
Waste/Trash Removal	Service	-	1				$ 3,033,439	$ 3,033,439
Winterisation	Service	-	1				$ 339,557	$ 339,557
Gas	Utilities	-	1				$ 2,053,814	$ 2,053,814
Environmental Services	Service	-	1				$ 4,033,118	$ 4,033,118
Fuel	Utilities	-	1				$ 3,103,817	$ 3,103,817
Sub Total - Environmental Services and Utilities		-						**$ 23,531,820**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		-						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,876**						**$ 337,311,886**
Profit								
Profit	Profit						$ 11,994,568	$ 11,994,568
Net Annual Fee							**Year 8:**	**$ 349,306,454**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

MBTA COMMUTER RAIL OPERATING AGREEMENT
FIRM FIXED PRICE PROPOSAL FORM -- SUMMARY
AGREEMENT YEARS 1-8 (BASE CONTRACT) AND 9-12 (OPTION YEARS)

CUMULATIVE TOTALS AND NET PRESENT VALUE (NPV)

Agreement Year					Annual Fee		
Agreement Year Number	Number of Months	Agreement Year Start	Agreement Year End	Year Prices	Net Annual Fee	Allowances (as defined in Schedule 7)	Annual Fee
					Years 1-8 From FFP Forms		
Year 1	12 Months	7/1/2014	6/30/2015	2014	$291,890,281	$12,280,000	**$304,170,281**
Year 2	12 Months	7/1/2015	6/30/2016	2015	$307,938,376	$12,280,000	**$320,218,376**
Year 3	12 Months	7/1/2016	6/30/2017	2016	$314,881,658	$12,280,000	**$327,161,658**
Year 4	12 Months	7/1/2017	6/30/2018	2017	$320,234,999	$12,280,000	**$332,514,999**
Year 5	12 Months	7/1/2018	6/30/2019	2018	$327,040,588	$12,280,000	**$339,320,588**
Year 6	12 Months	7/1/2019	6/30/2020	2019	$334,849,100	$12,280,000	**$347,129,100**
Year 7	12 Months	7/1/2020	6/30/2021	2020	$341,681,855	$12,280,000	**$353,961,855**
Year 8	12 Months	7/1/2021	6/30/2022	2021	$349,306,454	$12,280,000	**$361,586,454**
Year 9 (Option)	12 Months	7/1/2022	6/30/2023	2022	$361,451,840	$12,280,000	**$373,731,840**
Year 10 (Option)	12 Months	7/1/2023	6/30/2024	2023	$374,019,520	$12,280,000	**$386,299,520**
Year 11 (Option)	12 Months	7/1/2024	6/30/2025	2024	$387,024,179	$12,280,000	**$399,304,179**
Year 12 (Option)	12 Months	7/1/2025	6/30/2026	2025	$400,481,010	$12,280,000	**$412,761,010**
	Subtotal, Base Contract (Years 1-8):				$2,587,823,311	$98,240,000	**$2,686,063,311**
	Subtotal, Options Years (Years 9-12):				$1,522,976,548	$49,120,000	**$1,572,096,548**
Totals - Base Contract + Option Years (Years 1-12):					$4,110,799,859	$147,360,000	**$4,258,159,859**
Net Present Value ($, 2014)					$3,138,930,569	$114,262,202	**$3,253,192,771**

Annual escalation rate for Price Proposal evaluation purposes (Years 9-12):	3.477%
Discount rate for Price Proposal evaluation purposes:	5.000%

Note: $12,280,000 of Annual Allowances include: Maintenance of Unused ROW, Snow Operations, Capital Support, and IT Operations and Maintenance..

Appendix C5.2

DETAILED BACK-UP INFORMATION

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1. Introduction

1.1 Overview of the Detailed Back-Up Information

The Detailed Back-Up Information provides detailed information describing the content of KCS' Firm Fixed Price submitted as part of KCS' proposal submitted to Massachusetts Bay Transportation Authority in response to RFP No. 159-12.

The information contained within this document has been prepared to meet the requirements set out in Section C5.2 of the Instructions To Proposers (ITP) which states that detailed back-up information including technical memoranda, calculations... shall be provided and should address, but not be limited to, annual inflation rate assumptions, number of hours worked per year per staff, wage/salary rates, benefit uplift, identification of where contingency has been included, profit and projected annual labor rate increases.

The Detailed Back-Up Information contains tables of data that include totals in nominal terms which may be referenced back to the Firm Fixed Price. Tables and explanations are included for all cost inputs to the financial model developed by KCS and where required further break down the inputs to constituent assumptions.

The following convention has been applied:

- All inputs in the Detailed Back-Up Information are stated in nominal terms;
- All price information is in US dollars;
- Information is provided for each Agreement Year starting on July 1st and ending on June 30th of the following calendar year;
- Information is disclosed for the 8 years of the base contract.

The categories of costs (and the sub elements of each category) have been ordered in the Detailed Back-Up Information to match the order in which the inputs appear in the Annual Firm Fixed Price (FFP) Proposal Form.

2. Admin/HR costs

2.1 Overview of the Detailed Back-Up Information

2.1.1 Overview

Total HR/Admin Direct Labor Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4
Total Basic Salary Costs	9,653	9,902	10,159	10,196
Total Overtime Payment	156	154	151	153
Total Costs of Payroll Taxes	1,690	1,733	1,778	1,801
Total Fringe Benefits	2,325	2,459	2,599	2,710
Total	**13,823**	**14,248**	**14,687**	**14,860**

Total HR/Admin Direct Labor Costs – Nominal USD'000	Year 5	Year 6	Year 7	Year 8
Total Basic Salary Costs	10,445	10,709	10,967	11,246
Total Overtime Payment	154	155	156	160
Total Costs of Payroll Taxes	1,845	1,892	1,937	1,987
Total Fringe Benefits	2,865	3,027	3,198	3,379
Total	**15,309**	**15,783**	**16,258**	**16,773**

Definitions:

- Basic Salary Costs includes the basic wage, management bonuses, certification costs for eligible employees and release pay hours for eligible transportation staffs
- Overtime Payments includes the cost of overtime hours for employees
- Payroll Taxes includes Railroad Retirement Tax (Employer Tier 1 Tier 2), FICA, FUTA, and other Taxes
- Fringe Benefits includes Health Insurance, Dental Insurance, Vision and Life Insurances, Railway Unemployment Insurance as well as Disability Insurance, Travel and Accident Insurance, Employee Assistance Program, Supplemental Sickness, Post Retirement Benefits and Benefits Administration fees

2.1.2 Mapping of the job positions from KCS' organizational chart with the Annual Firm Fixed Price (FFP) Proposal Form

	Firm Fixed Price (FFP) Proposal Form	KCS Organization Chart
Management		
General Manager and Primary Direct Reports	General Manager	General Manager
	Chief Engineer	Chief Engineer
	Chief Transportation Officer	Chief Transportation Officer
	Customer Service Manager	Director - Customer Service
	Chief Mechanical Officer	Chief Mechanical Officer
	Director - Finance, Accounting, and Administration	Director - Finance, Accounting and Administration
	Manager - Safety	Director - Safety, Security, Emergency Preparedness and Response and Regulatory Compliance
	Manager - Quality	Director Quality and Environmental Services
	Legal and Compliance	General Counsel and Director - Labor Affairs
		Manager, Labor Relations
		Sr. Labor Relations Rep & Hearing Officer
		Associate Counsel
Other Admin/HR Management Positions	Other Managers	Deputy General Manager
		Chief Information Officer
		Materials Manager
		Senior Budgets Financial Analyst
		Financial Analyst
		Controller
		Supervisor, Materials Control
	Accounts/Payroll	Manager, Payroll

		Payroll Supervisor
		Payroll Analyst
		Manager, Accounts Payable
		Accounts Receivable Analyst
		Accountant
	IT, Data Analysis & Reporting	Manager, Information Systems
		Software Application Specialist
		Network Specialist I
		Network Specialist II
		Network Specialist III
		IT Manager
	Planning and Performance Monitoring/Management	Performance Manager (Quality Assurance Representative)
		Performance Analyst
	Sales/Marketing/Publicity	
	Labor Relations / Equal Op & Div	Director - EEO, Diversity and DBE Management
		Employee Assistance Advisor
		ADA Compliance Officer
	Human Resources and Training & Qualification	Director - Human Resources & Training
		HR Business Partner
		HR Generalist
		Benefits Manager
		Benefits and Leave Specialist
		Recruiter
		Training Specialist
		Training Manager
	Safety and Security	FRA Compliance Officer
		Safety Officer
		Security Liaison to the MBTA police (part time)
		Drug & Alcohol Compliance Manager
		Safety Representative
	Claims Management	Claims Manager
	Contracts and Procurement	Finance Contract Manager
		Contract Manager
		Manager, Materials Control and Procurement
		Manager, Logistics Support
	Environmental Engineering	Quality, Health, Safety and Environment Manager
Employees		
HR/ Admin Employees	Materials Management	Stores Attendant - Crew Dispatcher
		Stores Attendant - Store Clerk
	Accessibility	
	Clerical Support	Clerk
		Clerk – Typist
		Clerk – Payroll
		Revenue Acct Clerk
		Secretary

2.1.3 Basis of preparation of management and employees direct labor costs

This chapter describes the input assumptions adopted regarding headcount and salary to derive total staff costs. Inputs within KCS financial model are sub-divided by the following themes:

- Basic Salary and Bonus
- Overtime, Release Pay
- Other Allowances (certifications,...)
- Payroll Taxes
- Fringe Benefits

2.1.3.1 Estimating staff headcount

The inputs to the financial model for staffing levels are on a Full Time Equivalent ("FTE") basis which considers productivity of workers over standardized work hours.

- Employees

For the definition of the staffing level, the following documents communicated have been used:

Document title	Document date	CD number	Use
MBCR headcount 2012	December 2012	CD 11	Number of positions / Hourly rate / Seniority
Date of birth report	February 2013	CD12	Date of birth / Number of positions / Hourly rate
MBCR Benefits Paid - FY 2011	FY 2011	CD 11	RUIA rate, other benefits rate
MBCR Management_Position_Grade_Report	No date	CD 11	Not used
MBCR Workforce Profile - Dec 2012	December 2012	CD 11	Benefits
Current Position begin Date as of 02_1_13	02/15/13	CD12	Not used because not real service date
CBA		CD 2	Everything
Benefits plan	FY 2012	CD 15	Benefits
Benefit_Participation_Levels	FY 2012	CD 15	Benefits
Benefits Administration costs 2012 - including Stop-loss premium	FY 2012	CD 15	Benefits
Salaried & Union Retiree Enrollments list of names	FY 2012	CD 15	Benefits
MBCR organization chart	06/12	CD 15	Number of positions
Overall cost of Benefits for 2012	FY 2012	CD 16	No details, used only for global check
Union compensation 2012	FY 2012	CD16	Not used due to discrepancies with other documents
Management compensation 2012	FY 2012	CD 16	Salaries

In accordance with the RFP which says that "[t]he Operator shall establish employment positions for the provision of the Agreement Services equal to the number of Commuter Rail Employee Positions in existence on December 31, 2012 with the Massachusetts Bay Commuter Railroad", we have used the document entitled "MBCR Headcount as at December 2012" for the identification of the workforce and its valuation.

Furthermore, we have cross referenced this document with the February 2013 Date of Birth report in order to determine each employee's age and assess their seniority in the company, from which will derive their entitlement to paid leaves and employability.

The workforce evolution (recruitment, turnover…) through the 8-years base contract have been defined based on workforce age pyramid, assuming a retirement for every employee after their 65th birthday.

- Managers

The sizing of the management team is based on the organizational chart as at June 2012, the February 2013 date of birth report and the 2012 Management compensation detail.

The necessary adjustment of the management team is done in accordance with Section 13(c) obligations.

Total HR/Admin Headcount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Management								
Accounts/Payroll	8	8	8	8	8	8	8	8
Chief Engineer	1	1	1	1	1	1	1	1
Chief Mechanical Officer	1	1	1	1	1	1	1	1
Chief Transportation Officer	1	1	1	1	1	1	1	1
Claims Management	2	2	2	2	2	2	2	2
Contracts and Procurement	6	6	6	6	6	6	6	6
Customer Service Manager	1	1	1	1	1	1	1	1
Director - Finance, Accounting, and Administration	1	1	1	1	1	1	1	1
Environmental Engineering	1	1	1	1	1	1	1	1
General Manager	1	1	1	1	1	1	1	1
Human Resources and Training & Qualification	8	8	8	8	8	8	8	8
IT, Data Analysis & Reporting	14	14	14	14	14	14	14	14
Labor Relations / Equal Op & Div	2	2	2	2	2	2	2	2
Legal and Compliance	4	4	4	4	4	4	4	4
Manager – Quality	1	1	1	1	1	1	1	1
Manager – Safety	1	1	1	1	1	1	1	1
Other Managers	8	8	8	7	7	7	7	7
Planning and Performance Monitoring/Management	3	3	3	3	3	3	3	3
Safety and Security	7	7	7	7	7	7	7	7
Accessibility	1	1	1	1	1	1	1	1
Sales/Marketing/Publicity	-	-	-	-	-	-	-	-
Total	**72**	**72**	**72**	**71**	**71**	**71**	**71**	**71**
Employees								
Materials Management	16	16	16	16	16	16	16	16
Clerical Support	24	24	24	24	24	24	24	24
Total	**40**	**40**	**40**	**40**	**40**	**40**	**40**	**40**

The "IT, Data Analysis & Reporting" functions significantly increase as compared to the existing workforce in MBCR's organizational chart, due to the requirements from the RFP on this aspect (reporting, SLA's, etc.), and the new governance to be created with the MBTA around this topic (e.g.: "IT Change Control Board").

2.1.3.2 Basic Salary and Bonus

- Employees

The employees' hourly rate per job classification as at July 1, 2013 is the pricing reference as per section 1.4 from the Appendix to Schedule 3.9.
The following table presenting the hourly rate per job classification used for the pricing has been built with the combination of information from the MBCR headcount as at December 2012 and the February 2013 Date of Birth report. The gap between December 2012 and July 2013 has been covered using the anticipated salaries indexation indicated in the CBAs provided.

Job Classification	Hourly rate 2012	January 2013	July 2013
SIGNALMAN PHIL	25.40	25.91	26.45
STORE HOUSE CLERK	23.65	24.12	24.62
STRUCTURAL WELDER	25.85	26.37	26.92
STRUCTURAL WELDER FOREMAN	28.70	29.27	29.88
STRUCTURAL WELDER HELPER	24.19	24.67	25.19
TECHNICIAN-BSS	27.64	28.19	28.78
TICKET/ACCTNG CLERK	25.07	25.57	26.10
TRACK FORMN	26.57	27.10	27.67
TRAIN DIRECTOR	28.03	28.59	29.19
TRAIN DISPATCHER	33.86	34.54	35.26
SGNL TRINE 4 PRD ND	21.90	22.34	22.80
CUSTOMER SERVICE LEAD CASHIER	26.18	26.70	27.26
TRACKMN	22.07	22.51	22.98
YARD ENGINEER	36.60	37.33	38.11
YARD CONDUCTOR	30.81	31.43	32.08
YARD ASSISTANT COND	26.50	27.03	27.59
WTCHMN/HIWAY	22.07	22.51	22.98
WELDING FORMN	26.73	27.26	27.83
WELDER	24.82	25.32	25.84
TRUCK DRIVER B	22.52	22.97	23.45
TRUCK DRIVER A	24.29	24.78	25.29
CONDUCTOR	30.81	31.43	32.08
ASST CONDUCTOR	26.50	27.03	27.59
ASST FOREMAN-NY	29.81	30.41	31.04
AST TRK FORMN	24.58	25.07	25.59
B&B MCHNC FRMN	27.14	27.68	28.26
B&B MCHNIC	24.29	24.78	25.29
LRGE EQUIPMNT OPRT	24.94	25.44	25.97
TECHNICIAN-C	27.64	28.19	28.78
TCHNICIAN-LOCOMTVE	29.30	29.89	30.51
SMTL WKR MECHANIC A	25.55	26.06	26.60
SHTMTL WKR-LYOUT MN	25.55	26.06	26.60
SHTMTL WELDER	25.55	26.06	26.60

Job Classification	Hourly rate 2012	January 2013	July 2013
PAYROLL CLERK	24.29	24.78	25.29
MOTOR EQUIP OPR	22.01	22.45	22.92
MACHINIST WELDER	25.55	26.06	26.60
MACHINIST LD	25.55	26.06	26.60
MACHINIST JOURNEYMN	25.55	26.06	26.60
AIR COND/RFRIG MNTN	25.55	26.06	26.60
CARMEN JOURNEYMEN	25.55	26.06	26.60
CARMEN LD	25.55	26.06	26.60
CARMEN WELDER	25.55	26.06	26.60
CLERK TYPIST	23.65	24.12	24.62
COACH CLEANER	20.31	20.72	21.15
ELCTRICN JRNYMN	25.55	26.06	26.60
ELECTRICIAL INSPECTOR	25.55	26.06	26.60
ELECTRONIC TECH COM	30.45	31.06	31.71
FOREMAN I	26.54	27.07	27.63
FOREMAN II	29.46	30.05	30.67
FOREMAN III	30.40	31.01	31.65
FOREMAN III - HD	36.22	36.94	37.71
IBB MECHNC A WELDER	25.55	26.06	26.60
INSPECTOR LOCO	25.55	26.06	26.60
ASST CHIEF TRN-DISP	35.36	36.07	36.82
AST CHF CRW DSPT TE	26.27	26.80	27.35
AST TRN DIR BLK OPR	26.41	26.94	27.50
CHIEF CLERK	25.07	25.57	26.10
CLERK/ACCTNG CLERK	23.65	24.12	24.62
CREW DISPATCHER CMS	26.00	26.52	27.07
DRW BRG OPE	23.37	23.84	24.33
ELCT TECHNICN SD	30.49	31.10	31.75
ELCTRONIC SPLIST ND	30.75	31.37	32.02
ENGINEER	36.60	37.33	38.11
FOREMAN-NY	31.22	31.84	32.51
FR1 ACK FORMN	26.57	27.10	27.67
I&R FORMN	26.57	27.10	27.67
MACHINIST GRADE C	25.89	26.41	26.96
MAINTAINR C&S-I PHL	27.34	27.89	28.47
MO A RATE	25.37	25.88	26.42
MO B RATE	24.23	24.71	25.23
MO C RATE	23.90	24.38	24.89
NGT TEST MAINTAINER	29.63	30.22	30.85
NIGHT TEST FORMAN	34.07	34.75	35.47
RADIO MNTNP NEC	31.82	32.46	33.13
RADIO MNTNR NEC LD	31.82	32.46	33.13
ROAD MECHANIC BOS	28.18	28.74	29.34
SECRETARY I	25.07	25.57	26.10
SHTMTL LD LD	25.55	26.06	26.60

Source: MBCR headcount as at December 2012, February 2013 Date of Birth report and indexation applicable on January 2013 and July 2013 as per the CBAs communicated.

In accordance with the applicable CBAs, a seniority discount has been applied on the hourly rate based on the union, the seniority and the job classification.

- Managers

Managers' salaries and bonuses have been determined using the 2012 Management Compensation detail.

2.1.3.3 Overtime, Release Pay

In accordance with the communicated CBAs, a 150% of the hourly pay rate coefficient has been applied for overtime hours paid. There is no release pay for HR/Admin employees.

An average 5% overtime rate has been applied to HR/Admin employees from throughout the duration of the contract.

2.1.3.4 Other Allowances (certifications,...)

Not applicable for HR/Admin employees.

2.1.3.5 Payroll Taxes

Payroll taxes calculation has been made in accordance with the legislation in force. The table below summarizes the key assumptions considered in the pricing. Tier I, and Tier II retirement caps have been indexed every year using the observed compounded annual growth rate observed on the cap evolution over the last 12 years, respectively 2.93% and 2.52%.

Payroll tax	Rate	Cap (in 2013)	Indexation of cap
Tier I Medicare	1.45%	No cap	n/a
Tier I Social Security	6.20%	113,700	2.93%
Tier II	12.60%	84,300	2.52%

Source: www.rrb.gov

2.1.3.6 Fringe Benefits

KCS' benefits strategy is to establish a partially self-funded group health insurance plan, duplicating the benefits as provided by MBCR.

We have estimated an average claim cost per employee based on the data collected (workforce age, mix between men and women...). For employee contributions, the contribution per employee has been precisely modeled based on the data provided.

Costs associated with the Railroad Unemployment Insurance Act, 401(k) and other benefits applicable for the existing workforce have been mainly determined based on the document "Request 40 – MBCR Benefits Paid – FY2011" which has been communicated during the bid process.

Finally, benefits administration costs are captured in the Fringe Benefits costs, based on our experience in the US.

2.1.4 Indexation of direct labor costs

2.1.4.1 Indexation of base wages

The indexation factored in the pricing is based on a mix between historical CPI-U rates, projections for economic growth and anticipated negotiations for the implementation of new collective bargaining agreements.

Labor Indexation Rates – %	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Managers	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Employees	3.0%	2.5%	3.0%	2.5%	2.0%	2.5%	2.5%	2.5%

2.1.4.2 Indexation of healthcare

Healthcare premiums for employer-sponsored fully-insured health plans have increased by an average of 10.2% per year from 2002 to 2007. This annual increase is slowing to an average of 6% per year from 2007 to 2012, reaching a low of 4% in 2012.

KCS has assumed an annual inflation of healthcare benefits at 6%.

For the proposed partially self-funded healthcare plan, healthcare inflation will apply to administrative costs, stop-loss insurance and the claim costs incurred.

2.2 Service

2.2.1 Claims and Insurance

2.2.1.1 Description

Claims & Insurance Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
FELA – SIR	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Railroad Liability Insurance – premium	807	848	890	934	981	1,030	1,082	1,136
Auto Insurance	816	842	871	901	933	966	1,003	1,041
Pollution Insurance	32	34	36	37	39	41	43	45
Total	**2,905**	**2,974**	**3,046**	**3 122**	**3,203**	**3,288**	**3,378**	**3,473**

- FELA. KCS is planning to self-insure its FELA claims. After analyzing the 5-years of claims costs and number of claims, a reserve for anticipated claims is made at $1,250M.
- Railroad Liability Insurance. KCS is planning to insure its 3rd Party Railroad liability risks, with a deductible, and have priced the cost of premiums estimated by its insurance broker. A 5% annual indexation assumption has been considered for the premiums costs;
- Auto and Pollution insurance has been priced at prevailing rates. Auto is based on the number of non-revenue vehicles expected to be received from the incumbent.

2.2.2 Legal & Professional Fees

Legal & Professional Fees – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Claims Management Fees	413	397	407	416	426	436	446	457
Security package	390	390	390	390	390	390	390	390
Professional Fees	83	85	87	89	91	93	95	98
Financial audits	259	265	271	278	284	291	298	305
Other Professional Fees	532	110	112	115	117	120	123	126
Total	**1,677**	**1,247**	**1,267**	**1,288**	**1,309**	**1,330**	**1,352**	**1,375**

The key components of legal and professional fees are:

- Fees for the management of the claims by a company specialized in claims handling services for the railroad industry;
- Fees for the security package provided by KCS as part of this proposal;
- Fees for the audit of the annual financial statements;
- Professional fees, including the maintenance of membership to all association requested in the RFP, in the name of the MBTA during the Term, dues and subscriptions...;
- Other professional fees, including the MBTA's requirement to enter five years of maintenance data into MBTA systems in Year 1 and some additional support from Keolis and SNCF during Year 1 to ensure the transfer of good practices.

These costs have been indexed using a CPI index - based on historical CPI-U rates and projections for economic growth - with the exception of the security package remuneration for which no indexation is applied.

2.2.3 Office Supplies & Services

Office Supplies & Services costs are based on KCS experience of similar networks.

Office Supplies & Services – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Payroll Processing Services	257	263	268	273	278	283	286	290
Travel & Expenses	310	317	325	331	338	346	354	363
Other Office Supplies	311	319	326	333	341	349	357	366
Total	**879**	**899**	**919**	**937**	**957**	**978**	**998**	**1,019**

These costs have been indexed using a CPI index (an assumed 2.35% annual growth rate).

2.2.4 Office Cleaning

Office cleaning captures office and facilities cleaning costs. Costs are based on benchmark figures with similar operations in North America.

Office Cleaning – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Office Cleaning	71	73	75	77	78	80	82	84
Total	**71**	**73**	**75**	**77**	**78**	**80**	**82**	**84**

Office cleaning will be performed in-house by the existing workforce.

The costs mentioned in the above table relates to external costs including but not limited to slagging operations twice a year at the BET - CRMF facility, and cleaning supplies costs based on a cost per square meter of $2.68.

These described costs have been indexed using a CPI index (an assumed 2.35% annual growth rate).

2.2.5 Training

This is a new category created by KCS. It captures all external training costs.

We have assumed for each employee the following annual cost:

- Annual external training cost per employee: $400
- Annual external training cost per manager: $400
- Indexation of costs at CPI (2.35% p.a.)

These external training costs will notably be dedicated for transportation staff to enhance the customer service and revenue protection aspects of their job to deliver a better service for the commuter rail riders and for the MBTA. All other transportation-related training will be done by internal training expertise within the transportation department.
Some additional external training budgets have been considered for technical positions to develop new tailor made training programs and keep their skills updated.

2.2.6 Safety, Security and Quality

2.2.6.1 Description

This is a new category created by KCS. It captures all costs associated with KCS's hiring standards, and implementation of specific quality and safety programs.

Safety, Security and Quality – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Hiring Standards								
Drug & Alcohol Testing	77	68	71	73	76	78	79	81
Driver License & Background Criminal Checks	28	24	25	26	27	27	28	28
Physical Checks	64	46	51	52	57	57	60	61
Safety								
Safety Program	259	-	-	-	-	-	-	-
Annual Safety Budget	52	53	54	56	57	58	60	61
Quality								
Mechanical Quality Program	1,096	216	-	-	-	-	-	-
Annual Quality Budget	395	329	11	69	26	12	74	12
Total	**1,970**	**737**	**212**	**276**	**243**	**232**	**300**	**243**

Hiring Standards

KCS will conduct the following tests on all new and transferring staff:

- Drug and alcohol tests;
- Pre-employment physicals will be conducted;
- Criminal background checks;
- Driver license checks (for Certified Conductors and Engineers).

Periodic re-testing:

- Drug and alcohol testing will be applicable only for "safety sensitive positions" (i.e. staff who fall under the hours of service regulations), for example all T&E (i.e. Train & Engine) employees and some mechanical / engineering employees. Although the FRA calls for 25% drug and 10% alcohol testing, KCS's plan is to conduct tests on 33% of the employee pool, for both drugs and alcohol;
- Driver license checks must be completed as part of the recertification for Conductors and Engineers and the RFP requires these to be undertaken at least every 2 years;
- Criminal background checks for existing relevant employees have been treated the same as driver license checks;

- Physical checks must be completed as part of the recertification for Conductors and Engineers and will therefore be conducted at the same time as the driver license checks.

Testing costs:

- Drug and alcohol: costs for drug and alcohol screen, lab work and service charge fee are evaluated at $156 per test in 2014 value. For on-going, cost per test is estimated at $140 in 2014 value;
- Background checks: cost for DMV, sex offender checks, multi state criminal applicable for each new employee are estimated at $64 per test in 2014 value. Cost for on-going check is limited at $6 in 2014 value, corresponding to the DMV / driver license check only;
- Physical checks: cost for relevant new employees is estimated at $280 per test in 2014 value. Cost for on-going check is limited to hearing and vision tests, estimated at $135 per test in 2014 value.

Safety

In addition to the Director-Safety, Security, Emergency Preparedness and Response and Regulatory Compliance and his staff, described in detail in Section 2, Safety Plan, the annual safety program/safety budget will include:

- One-time expense$250,000 budget in year 1 for the comprehensive safety program to be developed and implemented by Arthur D. Little
- Annual budget amounting to $50,000 for miscellaneous safety equipment, materials and programs, including KCS participation in any MBTA sponsored emergency drills and/or simulations

Quality

These costs capture the involvement of external resources ensuring the deployment of ISO 9001 and lean management processes.

2.2.7 Service Level Agreements

This is a new category created by KCS to include a contingency covering the difference between the MBTA's performance requirement and KCS' anticipated performance.

2.3 Materials

2.3.1 Uniforms & Protective Clothing

Uniforms and protective clothing have been estimated based on KCS's expertise.

Uniforms & Protective Clothing – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Transportation	321	329	334	340	344	349	354	356
Customer Service	31	32	32	33	34	35	36	36
Engineering	166	173	179	187	194	202	210	218
Mechanical	12	12	13	13	13	14	14	14
Total	**530**	**546**	**559**	**572**	**585**	**599**	**613**	**625**

Transportation

- Uniforms rental consists of winter and summer shirts & pants for conductors and engineers. The cost is estimated at $14 per week per employee in 2014 value;
- In addition, specialty items are provided to conductors ($382 per new employee, 25% of the equipment being replaced every year), and to engineers ($210 per new employee, 25% of the equipment being replaced every year).

Customer Service

- Uniforms rental for each customer service staff estimated at $12 per week per employee in 2014 value;
- In addition, specialty items are provided to these employees, based on the cost for conductors described above.

Engineering

Personal Protective Equipment:

- $350 per Track employee per year
- $200 per C&S employee per year
- $300 per B&B employee per year
- $350 per AWE employee per year
- $200 per Facilities employee per year
- $300 per Force Account employee per year

Mechanical

As part of the Mechanical Services Plan, KCS will provide all Mechanical employees with a full set of Personal Protective Equipment on day one of our operations. This equipment will then be renewed as required during the contract.

3. Stations, Retail and Public Information

3.1 Direct Labor

3.1.1 Overview

Total Stations, Retail and Public Information Direct Labor Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4
Total Basic Salary Costs	2,439	2,527	2,620	2,694
Total Overtime Payment	275	285	297	305
Total Costs of Payroll Taxes	549	570	591	607
Total Fringe Benefits	704	750	798	848
Total	**3,967**	**4,132**	**4,305**	**4,454**
Total Stations, Retail and Public Information Direct Labor Costs – Nominal USD'000	**Year 5**	**Year 6**	**Year 7**	**Year 8**
Total Basic Salary Costs	2,750	2,818	2,889	2,961
Total Overtime Payment	311	319	327	335
Total Costs of Payroll Taxes	620	635	651	667
Total Fringe Benefits	901	957	1,016	1,078
Total	**4,581**	**4,729**	**4,883**	**5,042**

3.1.2 Mapping of the job positions from KCS' organizational chart with the Annual Firm Fixed Price (FFP) Proposal Form

Firm Fixed Price (FFP) Proposal Form	KCS Organization Chart
Management	
Management	Customer Communications and Marketing Manager Customer Service Delivery Manager (North) Customer Service Delivery Manager (South) Customer Service Specialist
Employees	
Customer Service / Help Desk Announcements	Customer Service Ambassador Clerk
Ticketing and Retail Cashier	Customer Service Ambassador Ticket Cashier Cashier – Clerk
Revenue Protection	

3.1.3 Basis of preparation of management and employees direct labor costs

3.1.3.1 Estimating staff headcount

The inputs to the financial model for staffing levels are on a Full Time Equivalent ("FTE") basis which considers productivity of workers over standardized work hours.

The staffing of the Stations, Retail and Public Information positions and the calculation of the necessary overtime has been done in accordance with the opening and peak hours of these customer services activities (PTIS, Information Booths, Ticket selling, Lost and found) which both determine the volume of hours to staff. Each job classification employability - or production potential corresponding to the real working time - has been determined with the following parameters:

- Paid hours (2,080)
- Paid leaves driven by the seniority of each employee
- Bank holidays
- Sick leaves
- Training hours

Total Stations, Retail and Public Information Headcount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Management								
Management	5	5	5	5	5	5	5	5
Total	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**
Employees								
Customer Service / Help Desk	13	13	13	13	13	13	13	13

Total Stations, Retail and Public Information Headcount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Announcements	-	-	-	-	-	-	-	-
Ticketing and Retail	22	22	22	22	22	22	22	22
Cashier	4	4	4	4	4	4	4	4
Revenue Protection	-	-	-	-	-	-	-	-
Total	**39**	**39**	**39**	**39**	**39**	**39**	**39**	**39**

- Announcements and Revenue protection will be handle by Transportation

3.1.3.2 Basic Salary and Bonus

Please refer to 2.1.3.2 for a description of the sources used by KCS to determine salaries.

3.1.3.3 Overtime, Release Pay

The difference between the hours required to match with the RFP requirements and the hours available from the workforce has been optimized between the two key drivers which are staffing and overtime.

There is no release pay for Stations, Retail and Public Information employees.

3.1.3.4 Other Allowances (certifications,...)

Not applicable for Stations, Retail and Public Information employees.

3.1.3.5 Payroll Taxes

Please refer to 2.1.3.5 for a description of calculation of payroll taxes.

3.1.3.6 Fringe Benefits

Please refer to 2.1.3.6 for a description of calculation of fringe benefits.

3.1.4 Indexation of direct labor costs

3.1.4.1 Indexation of base wages

Please refer to 2.1.4.1 for a description of the indexation of base wages.

3.1.4.2 Indexation of healthcare

Please refer to 2.1.4.2 for a description of the indexation of healthcare.

3.2 Service

3.2.1 Cash Collection

Cash collection activities are performed by either the conductors when tickets are sold within the train or by ticketing and retail staff in the stations.

3.2.2 Marketing & Timetables

Marketing & Timetables – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Marketing Materials	209	214	219	224	230	235	240	246
Marketing Surveys	109	111	114	117	119	122	125	128
Total	**318**	**325**	**333**	**341**	**349**	**357**	**365**	**374**

- The marketing materials budget mainly includes the production and distribution of services timetables, on-board brochures and staff communication costs through publications.
- Independent surveys will be conducted twice a year with mystery rider surveys and customer satisfaction surveys.

These costs have been indexed using a CPI index (2.35% p.a.)

4. Transportation Services

4.1 Methodology and key assumptions

Schedule 3 to the Operating Agreement states that "The Operator shall provide the Transportation Services in accordance with the Service Schedules established by the MBTA as currently found on the MBTA's public website and as may be revised during the Term."

KCS has based its transportation Plan on:

- The 2012 Timetables available on the MBTA's public website;
- The Equipment Cycles provided by the MBTA in Request 49:
  - North Equipment Cycle – Eff 02-12 Rev 11-12
  - SS EQ Cycle Eff 10-29-12 Rev 11-12 psgr cnts
- The Crew Runs provided by the MBTA in Request 53:
  - Crew Runs North Side Engineers 12-03-12
  - Crew Runs North Side Trainmen 12-03-12
  - Crew Runs South Side Engineers 12-03-12
  - Crew Runs South Side Trainmen 12-03-12

- Updated April 29, 2013 Timetable, with the addition of the two Express Trains 582 and 583 on the Worcester line.

4.2 Direct Labor

4.2.1 Overview

Total Transportation Direct Labor Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4
Total Basic Salary Costs	49,188	50,642	51,983	53,014
Total Overtime Payment	9,616	9,043	8,434	7,712
Total Costs of Payroll Taxes	11,201	11,442	11,643	11,793
Total Fringe Benefits	11,801	12,544	13,244	13,972
Total	**81,807**	**83,672**	**85,304**	**86,491**

Total Transportation Direct Labor Costs – Nominal USD'000	Year 5	Year 6	Year 7	Year 8
Total Basic Salary Costs	53,618	54,447	55,109	55,927
Total Overtime Payment	7,773	7,864	7,917	7,997
Total Costs of Payroll Taxes	11,947	12,135	12,298	12,479
Total Fringe Benefits	14,728	15,524	16,300	17,113
Total	**88,066**	**89,970**	**91,624**	**93,516**

4.2.2 Mapping of the job positions from KCS' organizational chart with the Annual Firm Fixed Price (FFP) Proposal Form

Firm Fixed Price (FFP) Proposal Form	KCS Organization Chart
Management	
Management	Manager, Crew Utilization
	General RFE
	Manager Simulator Training
	Director of Train Movement
Superintendents & Chief Train Dispatcher	General Superintendent North
	General Superintendent South
	Chief Train Dispatcher North
Train Dispatch / Trainmasters	Road Foreman, North Side
	Road Foreman, South Side
	Transportation Managers, terminal Zone
	Line Transportation Managers
Rules Examiners	Manager Operating Rules
	Rules Examiner
Employees	
Engineers/Drivers	Locomotive Engineer
	Yard Locomotive Engineer
Conductors	Conductor
	Yard Conductor
Asst Conductors	Asst. Conductor
	Yard Asst. Conductor
Trainee Drivers	Locomotive Engineer Trainer
Crew Dispatcher	Train Dispatcher
	Lead Crew Dispatcher
Road Foremen / Block Operator	Block Operator - Asst. Trn Dir Blk Opr
	Block Operator - Train Director
Train Crew Utilization/Rostering	Crew Dispatcher CMS
	Asst. Chief Train Dispatcher

4.2.3 Basis of preparation of management and employees direct labor costs

4.2.3.1 Estimating staff headcount

Transportation staffing has been determined with a dedicated rostering and diagramming solution, based on the 2012 timetables, equipment cycles and crew runs communicated by the MBTA.

Total Transportation Headcount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Management								
Management	4	4	4	4	4	4	4	4
Superintendents & Chief Train Dispatcher	4	4	4	4	4	4	4	4
Train Dispatch / Trainmasters	25	25	25	25	25	25	25	25
Rules Examiners	3	3	3	3	3	3	3	3

Total	**36**	**36**	**36**	**36**	**36**	**36**	**36**	**36**
Employees								
Engineers/Drivers	165	165	165	163	162	161	159	157
Conductors	167	167	166	164	163	161	159	157
Asst Conductors	198	198	195	193	191	189	187	184
Trainee Drivers	12	12	12	12	12	12	12	12
Crew Dispatcher	38	38	37	37	37	37	37	37
Road Foremen / Block Operator	13	13	13	13	13	13	13	13
Train Crew Utilization/Rostering	20	20	20	20	20	20	20	20
Total	**613**	**612**	**608**	**603**	**598**	**593**	**587**	**580**

Using our tool for rostering and diagramming, we have discovered ideas for an improved efficiency. The decrease for Transportation Staff number is explained by regular improvement on the productivity for Engineer, Conductor and Assistant Conductor positions.

4.2.3.2 Basic Salary and Bonus

Please refer to 2.1.3.2 for a description of the sources used by KCS to determine salaries.

4.2.3.3 Overtime, Release Pay

Overtime is paid at 150% of the hourly pay rate.
Release time is paid at 62.50% of the hourly pay rate.

The volume of overtime and release hours have been determined through the rostering and diagramming process, with the objective to find the most cost effective mix of hours while maintaining a robust organization with sufficient extra board to cover the unplanned leaves (sickness, absenteeism…), additional services and planned leaves or training sessions.
As explained in Section 6 Transportation Services Plan, we feel that the current crew runs can be made much more efficient and less costly through a series of reductions in scheduled overtime, which we will begin to implement in 2015. An example of an altered crew assignment is provided in the Transportation Plan.

4.2.3.4 Other Allowances (certifications,…)

As per CBA requirements, a certification pay amounting to $10 per day has been factored into the pricing. Eligible categories are:

- Conductors and yard conductors
- Locomotive engineers and yard locomotive engineers
- Locomotive engineer trainers

Certification pay for engineers and conductors/assistant conductors is set at a daily rate negotiated with the labor unions representing these employees.

4.2.3.5 Payroll Taxes

Please refer to 2.1.3.5 for a description of calculation of payroll taxes.

4.2.3.6 Fringe Benefits

Please refer to 2.1.3.6 for a description of calculation of fringe benefits.

4.2.4 Indexation of direct labor costs

4.2.4.1 Indexation of base wages

Please refer to 2.1.4.1 for a description of the indexation of base wages.

4.2.4.2 Indexation of healthcare

Please refer to 2.1.4.2 for a description of the indexation of healthcare.

4.2.5 Special Trains (60)

Special Train crews will come from the guaranteed spare boards. Up to 60 Special Trains there will not be any incremental labor cost.

4.2.6 On-Time Performance

This is a new category created by KCS to include a contingency covering the difference between the MBTA 99.99% on-time performance requirement and KCS' anticipated on-time performance after development of our initiatives to improve historical performance.

5. Mechanical Services

5.1 Direct Labor

5.1.1 Overview

Total Mechanical Services Direct Labor Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4
Total Basic Salary Costs	33,272	34,255	35,138	35,812
Total Overtime Payment	9,768	10,202	10,322	10,178
Total Costs of Payroll Taxes	8,650	8,932	9,135	9,236
Total Fringe Benefits	10,480	11,152	11,783	12,431
Total	**62,170**	**64,541**	**66,379**	**67,657**

Total Mechanical Services Direct Labor Costs – Nominal USD'000	Year 5	Year 6	Year 7	Year 8
Total Basic Salary Costs	36,261	36,984	37,032	37,230
Total Overtime Payment	10,052	9,906	9,587	9,210
Total Costs of Payroll Taxes	9,305	9,422	9,365	9,327
Total Fringe Benefits	13,103	13,842	14,356	14,959
Total	**68,721**	**70,153**	**70,341**	**70,726**

Labor costs are driven by:

- Productivity assumptions described in the Mechanical Services Plan
- Fleet age. Based on SNCF and Keolis expertise of rolling stock maintenance, the amount of corrective works depends on the following rule: for a brand new fleet, the ratio preventive/corrective maintenance is 1; for a 30+ year-old fleet, this ratio is ½. This ratio in linear in-between these two bounds. This rule reflects the fact that more corrective maintenance is undertaken on an ageing fleet than for a new fleet

- Fleet mileage: a rise in the fleet mileage increases the amount of corrective maintenance
- Number of vehicles in the fleet: more preventive maintenance is incurred by any additional vehicle introduced. Any vehicle retired leads to a preventive maintenance reduction

5.1.2 Mapping of the job positions from KCS' organizational chart with the Annual Firm Fixed Price (FFP) Proposal Form

Firm Fixed Price (FFP) Proposal Form	KCS Organization Chart
Management	
Management incl Superintendents	Deputy CMO Manager of Locomotives Superintendent of Locomotives Manager of S&I and Cleaning Deputy Manager S&I and Cleaning QHSE Manager (Safety Representative) Coach Shop Manager Superintendent Truck Shop Superintendent Engineering and Lean Management Assistant Superintendent SSSI & Outlying Points, South Superintendent Fleet Management & Planning Superintendent Coaches Asst. Supt. Coach Shop readville Assistant Superintendent BET North Assistant Superintendent Outlying Points, North Superintendent Storehouse Superintendent Storehouse
Force Account - Special Project Management	
Technical Services, Quality, Special Projects	Assistant Quality and Environment (Quality Rep.) Fleet Manager HVAC Engineer Training Administrator Lean Management Assistant Management of Documentation Electrical Engineer Mechanical Engineer
Employees	
Fitters/Mechanics	Carman Machinist Welder
Electricians	Electrician
Foremen	Foreman I Foreman II_III
Laborer/Other	Clerk Laborer
Cleaning	Coach Cleaner
Mechanical Sheet Metal Worker	Sheet Metal Worker

5.1.3 Basis of preparation of management and employees direct labor costs

5.1.3.1 Methodology for the determination of Mechanical direct labor costs

KCS financial proposal for Mechanical Services has been constructed on a "bottom-up" approach developed for each category of vehicle and each activity of KCS's scope of work as suggested by Schedule 3.3 of the Operating Agreement.

5.1.3.2 Estimating staff headcount

Our assessment of the workforce required within the Mechanical Department has been carried out following three categories:

- Workforce in the shops: we have defined a comprehensive maintenance regime for each type of equipment and have affected worked hours for each type of job (machinists, electrician, etc). This bottom-up approach gave us an accurate assessment over the 12 years of the contract
- Workforce in the layovers: we have relied on the January 2013 MBCR staffing plan Workforce for cleaning: we have defined a number of hours per type of cleaning operation as described in the RFP to define the workforce required in each Mechanical facility and layover per shift

Total Mechanical Services Headcount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Management								
Management incl Superintendents	19	19	19	19	19	19	19	19
Technical Services, Quality, Special Projects	11	11	11	11	11	11	11	11
Total	**30**	**30**	**30**	**30**	**30**	**30**	**30**	**30**
Employees								
Fitters/Mechanics	206	206	203	202	200	199	194	190
Electricians	118	118	117	117	115	115	112	109
Foremen	66	66	66	65	65	65	64	63
Laborer/Other	40	40	40	40	40	40	40	39
Mechanical Sheet Metal Worker	28	28	27	25	24	21	20	20
Cleaning	103	103	103	103	103	103	100	98
Total	**561**	**561**	**557**	**552**	**547**	**543**	**530**	**519**

Each maintenance activity has been broken down by job classification and valuated in number of hours required to be performed (the "Uses"). Productivity initiatives and actions have been identified per activity and challenged with the current CBAs production rules and safety standards. Each job classification hourly based resources (the "Sources") have been determined according to training programs, bank holidays, absenteeism and paid leaves which depend on the staff seniority.

Based on this Sources and Uses assessment, the staffing has been designed depending on the following principles:

- If Uses are slightly above the Sources, the difference is covered with overtime;

- If Uses are greater than the Sources, the difference is covered with a mix between recruitments and overtime, which is the situation for the coach cleaners headcount which has significantly increased with the new cleaning regime requested in the RFP.

In order to propose to the MBTA the most cost effective financial proposal, this cost effectiveness analysis between overtime and recruitments has been performed for each maintenance activity, taking into account the social dimension of this allocation.

5.1.3.3 Basic Salary and Bonus

Please refer to 2.1.3.2 for a description of the sources used by KCS to determine salaries.

5.1.3.4 Overtime, Release Pay

Overtime is paid at 150% of the hourly pay rate. Please refer to 5.1.3.2 for a description of the methodology used to assess the overtime costs.
There is no release pay for Mechanical Services employees.

5.1.3.5 Other Allowances (certifications,...)

Not applicable for Mechanical Services employees.

5.1.3.6 Payroll Taxes

Please refer to 2.1.3.5 for a description of calculation of payroll taxes.

5.1.3.7 Fringe Benefits

Please refer to 2.1.3.6 for a description of calculation of fringe benefits.

5.1.4 Indexation of direct labor costs

5.1.4.1 Indexation of base wages

Please refer to 2.1.4.1 for a description of the indexation of base wages.

5.1.4.2 Indexation of healthcare

Please refer to 2.1.4.2 for a description of the indexation of healthcare.

5.2 Materials

5.2.1 Locos, Control Trailers and Trailers

5.2.1.1 Overview

Locomotives, Cab Trailer Coaches and Blind Trailer Coaches are presented below as a block. Please refer to Maintenance Cost Schedule for a breakdown per type and category of equipment.

Locos, Control Trailers and Trailers – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Locos								
Spare Parts	4,533	4,883	5,059	5,242	5,425	5,615	5,812	6,015
Cleaning Materials	213	219	223	229	234	240	245	251
Bulk Materials (sand, filters, lub oil...)	1,223	1,270	1,310	1,353	1,401	1,457	1,503	1,559
Initiatives	96	-	-	-	-	-	-	-
Control Trailers								
Spare Parts	1,582	1,705	1,765	1,827	1,891	1,957	2,025	2,096
Cleaning Materials	224	230	235	240	246	252	257	263
Bulk Materials (sand, filters, lub oil...)	299	310	382	369	382	369	381	395
Initiatives	101	-	-	-	-	-	-	-
Trailers								
Spare Parts	3,245	3,359	3,476	3,598	3,724	3,854	3,989	4,129
Cleaning Materials	853	876	894	915	936	961	981	1,004
Bulk Materials (sand, filters, lub oil...)	1,074	1,114	1,384	1,334	1,381	1,327	1,371	1,421
Initiatives	385	-	-	-	-	-	-	-
Toilet Servicing	418	427	437	448	458	469	480	491
Total	**14,246**	**14,393**	**15,166**	**15,554**	**16,078**	**16,502**	**17,045**	**17,625**

5.2.1.2 Methodology and key assumptions

We have analyzed a significant sample of work orders from the MMS to find out the average material cost per type of vehicle over the past 8 years. In doing so, we have identified that some items were not recorded in the MMS, such as coach seats, coach windows, brake pads and discs, etc. We have listed the missing items and assumed their annual consumption relying on benchmarks. We have thus defined the real 2012 cost for each series of vehicle (locomotive, CTC and BTC).

Along the contract duration, the cost evolution for each series depends on two parameters:

- Fleet mileage: we have assumed that half of the spare part costs was driven by the mileage for each series and was proportional to the mileage change
- Fleet size: we have assumed that half of the spare part costs was driven by the number of vehicle in each series and was proportional to the number of vehicles

Cleaning materials costs have been defined per type of cleaning operation as described in the RFP.

5.2.2 Non-Revenue Fleet

This is a new category created by KCS.

The Non-Revenue Fleet comprises Maintenance of Way equipment supported by the Operator as described in Table 1.5 "MOW Support Fleet" and Table 1.6 "Wreck Response Vehicles" from Schedule 3.3 of the RFP.

Non-Revenue Fleet Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Spare Parts	1,040	1,082	1,125	1,170	1,217	1,265	1,316	1,369
Tooling	104	108	112	117	122	127	132	137
Freight Vehicles Maintenance	183	190	196	203	210	218	225	233
Total	**1,327**	**1,379**	**1,434**	**1,490**	**1,549**	**1,610**	**1,673**	**1,739**

These costs are based on KCS experience with similar equipment. These costs have been indexed at 4.0% based on historical Bureau of Labor Statistics data.

5.3 Services

5.3.1 Mid-life Overhauls of Traction Motors

The basic overhaul of traction motors is considered as part of the maintenance plan and as such is included in our assessment (labor and materials) of the preventive/corrective maintenance, as opposed to Mid-life overhauls, which is part of MBTA's responsibility.

Split between basic-servicing and mid-life overhauls as described in the table below:

Basic servicing (included in FFP)	Mid-Life Overhauls (MBTA)
1. Cleaning 2. Repair of defects 3. Bearing replacement 4. VPI (Vacume Pressure Impregnation)	1. Cleaning 2. All Wiring Replaced 3. All Coils Replaced 4. Armature Rewind 5. VPI 6. Bearing replacement

5.3.2 Corrective Work

All corrective maintenance work is already taken into account in the maintenance workforce assessment (as explained in §5.1.1).

5.3.3 Non On-Time Performance

A contingency calculated as the difference between the MBTA's target and KCS expected performance has been factored into the annual Firm Fixed Price Proposal Form.

6. Engineering Services

6.1 Direct Labor

6.1.1 Overview

Total Engineering Services Direct Labor Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4
Total Basic Salary Costs	34,126	34,990	35,921	36,710
Total Overtime Payment	6,790	6,714	6,504	5,880
Total Costs of Payroll Taxes	8,239	8,399	8,546	8,580
Total Fringe Benefits	9,979	10,618	11,277	11,975
Total	**59,133**	**60,722**	**62,248**	**63,145**

Total Engineering Services Direct Labor Costs – Nominal USD'000	Year 5	Year 6	Year 7	Year 8
Total Basic Salary Costs	37,356	38,269	39,167	40,077
Total Overtime Payment	5,550	5,205	4,918	4,714
Total Costs of Payroll Taxes	8,646	8,763	8,885	9,028
Total Fringe Benefits	12,701	13,489	14,304	15,172
Total	**64,254**	**65,726**	**67,274**	**68,991**

6.1.2 Mapping of the job positions from KCS' organizational chart with the Annual Firm Fixed Price (FFP) Proposal Form

Firm Fixed Price (FFP) Proposal Form	KCS Organization Chart
Management	
Senior / Asst Chief Engineers	Deputy Chief Engineer - Engineering Director Assistant Engineer, Survey Assistant Chief Engineer - Track & Work Equipment Engineer Assistant Chief Engineer - Bridge - Building & Structure Engineer Assistant Chief Engineer - Communications & Signal Engineer
Force Account - Construction, Project Management Surveys, Track Geom, Plans & Docs	Engineer, Track Geometry Engineer, Survey CAD Engineer CAD Drafters / Designers CMMS Manager
Track and Work Equipment	Senior Engineer Work Equipment Senior Roadmaster, Track Roadmaster, Track
Communications & Signalling	Senior Engineer, Control Systems Senior Engineer, Signal Design Senior Engineer, Electrical Senior Engineer, Communications Engineer, Signal Design Roadmaster, Signal

	Roadmaster S&I
	Roadmaster, Electrical
	Roadmaster, Communication
Bridges, Buildings & Structures	Senior Engineer, B&B
	Roadmaster, B&B
	Bridge Inspector
Facilities	Senior Engineer, Facilities
	Roadmaster, Facilities
	Roadmaster, Materials
Administration	Executive Assistant
	Administrator Vehicle Fleet
	Manager Training

Employees	
Trackman / Laborer	Trackman
	Carpenter
Asst Foreman Track	Asst. Foreman - Track
Foreman Track	Foreman - Track
	Foreman - Track - Trainer
Foreman II	Foreman II
Welding Foreman	Welding Foreman
Welders	Welder
Work Equipment Operator	Work Equipment Operator
Signal Inspector	Signal Inspector
Electrical/ Electronic Technician	Electrical Technician
	Electronic Specialist
	Electronic Technician
Roadway Mechanic	Roadway Mechanic
Truck Driver	Truck Driver
B&B Mechanic	B&B Mechanic
B&B Foreman	B&B Foreman
Watchman	Watchman
Machinist	Machinist
Electrician	Electrician
Sheet Metal Worker	Plumber
	Piper
Asst Foreman NY	Asst. Foreman - NY
Night Test Foreman	Night Test Foreman
Signal Maintainer	Signal Maintainer
Signal Operations	Signalman
Drawbridge Operations	Drawbridge Operator
Radio System Maintenance	Radio Maintainer

6.1.3 Basis of preparation of management and employees direct labor costs

6.1.3.1 Methodology for the determination of Engineering Services direct labor costs

Engineering Services direct labor costs have been estimated according to the RFP requirements in terms of Maintenance, Works and Force Account Management.

The documents received (e.g. Engineering Services Plans, Maintenance Organization Chart, Track charts, Signal Plans, Inspection records, Headcounts etc.) have been used to understand the overall Maintenance Organization and needs.

- The inspection labor costs have been estimated according to FRA, Engineering Standards and Applicable Law requirements.
- The track charts have provided some assumptions that helped associating assets to maintenance needs in terms of work hours.
- The replacement works cost and organization has been estimated with support from our local partners.

6.1.3.2 Estimating staff headcount

Total Engineering Services Headcount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Management								
Senior / Asst Chief Engineers	5	5	5	5	5	5	5	5
Force Account - Construction, Project Management	-	-	-	-	-	-	-	-
Surveys, Track Geom, Plans & Docs	5	5	5	5	5	5	5	5
Track and Work Equipment	8	8	8	8	8	8	8	8
Communications & Signaling	16	16	16	16	16	16	16	16
Bridges, Buildings & Structures	6	6	6	6	6	6	6	6
Facilities	3	3	3	3	3	3	3	3
Administration	3	3	3	3	3	3	3	3
Total	**46**	**46**	**46**	**46**	**46**	**46**	**46**	**46**
Employees								
Trackman / Laborer	56	56	56	56	56	56	56	56
Asst Foreman Track	36	36	36	36	36	36	36	36
Foreman Track	27	27	27	27	27	27	27	27
Foreman II	17	17	17	17	17	17	17	17
Welding Foreman	3	3	3	3	3	3	3	3
Welders	18	18	18	18	18	18	18	18
Work Equipment Operator	22	22	22	22	22	22	22	22
Signal Inspector	17	17	17	17	17	17	17	17
Electrical/ Electronic Technician	26	26	26	26	26	26	26	26
Roadway Mechanic	4	4	4	4	4	4	4	4
Truck Driver	21	21	21	21	21	21	21	21
B&B Mechanic	57	57	57	57	57	57	57	57
B&B Foreman	26	26	26	26	26	26	26	26
Watchman	10	10	10	10	10	10	9	9
Machinist	29	29	29	29	29	29	29	29
Electrician	22	22	22	22	22	22	22	22
Sheet Metal Worker	15	15	14	14	14	14	14	14
Asst Foreman NY	5	5	5	5	5	5	5	5
Night Test Foreman	2	2	2	2	2	2	2	2
Signal Maintainer	63	63	63	63	62	62	62	62
Signal Operations	23	23	23	23	23	23	23	23
Drawbridge Operations	9	9	9	9	9	9	9	9
Radio System Maintenance	5	5	5	5	5	5	5	5
Total	**514**	**514**	**513**	**512**	**511**	**511**	**511**	**510**

Each maintenance activity has been broken down by per job classification and valuated in number of hours required to be performed. Productivity initiatives and actions have been identified per activity and challenged with the current CBAs production rules and safety standards.
Sources per job classification have been determined according to training programs, bank holidays, absenteeism and paid leaves which depend on the staff seniority.

Based on this Sources and Uses assessment, the staffing has been designed depending on the following principles:

- If Uses are slightly above the Sources, the difference is covered with overtime;
- If Uses are greater than the Sources, the difference is covered with a mix between recruitments and overtime, which is the situation for the coach cleaners headcount which has significantly increased with the new cleaning regime requested in the RFP.

In order to propose to the MBTA the most cost effective financial proposal, this cost effectiveness analysis between overtime and recruitments has been performed for each maintenance activity, taking into account the social dimension of this allocation.

"Force Account - Construction, Project Management": Force Account costs will be covered by the allowance for MBTA Capital support, and Supplemental Work mechanism.

6.1.3.3 Basic Salary and Bonus
Please refer to 2.1.3.2 for a description of the sources used by KCS to determine salaries.

6.1.3.4 Overtime, Release Pay
Overtime is paid at 150% of the hourly pay rate. Please refer to 6.1.3.2 for a description of the methodology used to assess the overtime costs.
There is no release pay for Engineering Services employees.

6.1.3.5 Other Allowances (certifications,...)
Travel allowance according to the "Agreement By And Between Massachusetts Bay Commuter Railroad Company And Brotherhood Of Maintenance Of Way Employees" (Rule 29 part VI) has been taken into account for employees assigned to positions in District Units.

6.1.3.6 Payroll Taxes
Please refer to 2.1.3.5 for a description of calculation of payroll taxes.

6.1.3.7 Fringe Benefits
Please refer to 2.1.3.6 for a description of calculation of fringe benefits.

6.1.4 Indexation of direct labor costs
6.1.4.1 Indexation of base wages
Please refer to 2.1.4.1 for a description of the indexation of base wages.

6.1.4.2 Indexation of healthcare
Please refer to 2.1.4.2 for a description of the indexation of healthcare.

6.2 Service and Materials

6.2.1 Methodology

Services:

. Quotations have been received from potential suppliers for inspection or maintenance services to evaluate the cost, and assumptions have been made for other services that we will need, either for specific competence issues, or for sourcing strategies.

Materials:

We have analyzed the Inventory On Hand and Usage Analysis and the Engineering Services Spare Parts Inventory Report. The inventory has been split into 16 categories:

- Rails and related
- Frogs & Switches and related
- Ties, timber and related
- Other track material
- Signaling equipment and related
- Cables and related
- Structures, Electromechanical and related
- Comms/radio and related
- Crossings and related
- Fuel & Lubricants and related
- Health & Safety and related
- Drainage and related
- Force Account Management and related
- Snow Removal Management and related
- Other

We have used the items value and quantity to find out the average usage of each item category over the last three years, either for inspection or maintenance.

Some items do not appear in the Inventory reports, therefore, we have made some costs and quantity assumptions for their average usage, based on other commuter rail networks, such as the Long Island Railroad.

6.2.2 Signaling Inspection

Signaling Inspection Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Signaling Tooling	114	119	124	129	134	139	145	151
Total	**114**	**119**	**124**	**129**	**134**	**139**	**145**	**151**

6.2.3 Signal Maintenance

Signal Maintenance Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Signaling Components	900	936	973	1,012	1,052	1,095	1,138	1,184
Cables Materials	125	130	135	140	146	152	158	164
C&S works subcontract	31	32	34	35	36	38	39	41
Total	**1,056**	**1,098**	**1,142**	**1,187**	**1,235**	**1,284**	**1,336**	**1,389**

6.2.4 Comms (PABX, Radio)

Comms (PABX, Radio) Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Communication Components	146	151	157	164	170	177	184	192
Total	**146**	**151**	**157**	**164**	**170**	**177**	**184**	**192**

6.2.5 Structures Inspection (Bridges and Track Structures)

Structures Inspection (Bridges and Track Structures) Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
B&B Materials	572	595	619	643	669	696	724	753
Engineering (structures)	208	216	225	234	243	253	263	274
Inspection costs	88	92	96	99	103	108	112	116
B&B Tooling	104	108	112	117	122	127	132	137
Vehicle rental	78	81	84	88	91	95	99	103
Structures works subcontract	37	38	40	71	74	77	113	117
Total	**1,087**	**1,131**	**1,176**	**1,252**	**1,302**	**1,355**	**1,442**	**1,499**

Those figures include the replacement of culverts as required by the RFP, as well as timber replacement.
Specialty vehicles rental (e.g. cranes, bucket trucks, inspection trucks, inspection boat, etc.) have been included in "vehicle rental".
Structures works subcontract include the wind turbines maintenance costs.

6.2.6 Station Cleaning and Maintenance

Station Cleaning and Maintenance Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Station Cleaning	1,402	1,435	1,469	1,503	1,539	1,575	1,612	1,650
Station Maintenance	321	334	347	360	374	380	405	421
Total	**1,723**	**1,769**	**1,816**	**1,864**	**1,913**	**1,954**	**2,017**	**2,071**

Pricing is based on quotes from local service providers.

6.2.7 Depot Maintenance

Depot Maintenance – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Facility Equipment Maintenance	1,448	1,284	1,208	1,233	1,260	1,287	1,315	1,343
Other Materials	832	649	675	702	730	759	790	821
Depot Tooling	31	32	34	35	36	38	39	41
Total	**2,312**	**1,965**	**1,916**	**1,970**	**2,026**	**2,084**	**2,144**	**2,206**

Depot maintenance costs are based on our understanding of the equipment available at BET – CRMF, South Side S&I and Readville facility. The costs captured in the pricing include but are not limited to:

- Wheel truing machine maintenance;
- Lighting and electrical maintenance;
- Building mechanical systems including oil and water systems, boilers, heaters, plumbing, etc;
- Security and fire protections services and systems maintenance;
- Cost of repair works to remedy occurrence of material damage to the Commuter Rail Property...

6.2.8 Track Inspection & Response

Track Inspection & Response – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Track Inspections	763	744	774	805	837	744	774	805
Tracks works subcontract	520	541	562	585	608	633	658	684
Track Tooling	104	108	112	117	122	127	132	137
Total	**1,387**	**1,393**	**1,449**	**1,507**	**1,567**	**1,503**	**1,563**	**1,626**

Track Inspection & Response costs include Track Geocar inspections, ultrasonic inspections, rail grinding program and engineering costs.

6.2.9 Janitorial Services & Expenses

This is a new category created by KCS.

Janitorial Services & Expenses – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Janitorial Services & Expenses	828	848	868	888	909	930	952	975
Total	**828**	**848**	**868**	**888**	**909**	**930**	**952**	**975**

Pricing is based on quotations from various local providers.

6.2.10 Road Vehicles (equivalent lease rate)

We have been provided a list of 424 non-revenue vehicles, 78 of which are specialty vehicles or heavy trucks – GVW > 10,000 lbs. We understand from the listing analyzed that this fleet is broken down as follows:

- 62 are owned by the MBTA (52 of which are specialty vehicles or heavy trucks – GVW > 10,000 lbs and 1 utility trailer)
- 32 are leased (4 of which are specialty vehicles or heavy trucks – GVW > 10,000 lbs, and 2 for Force Account Management)
- 330 remain (20 of which are specialty vehicles or heavy trucks – GVW > 10,000 lbs, and 9 utility trailers)

Road Vehicles (equivalent lease rate) – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Non-Revenue Vehicles Fleet	2,453	1,996	1,673	1,668	1,661	1,627	1,615	1,714
Non-Revenue Vehicles Maintenance	271	272	273	274	276	277	280	282
Total	**2,724**	**2,268**	**1,946**	**1,942**	**1,936**	**1,905**	**1,895**	**1,996**

We have worked on replacement and leasing assumptions so that the non-revenue vehicle fleet is fully adapted to our needs and financially efficient. Therefore, we have downsized the current fleet and foster its use for maintenance and works purposes.

We have considered that we would be transferred the 62 vehicles owned by the MBTA at no cost. From the 330 utility vehicles assumed to be owned by MBCR, we have developed the following plan:

- Takeover of the 208 most recent utility vehicles from the incumbent (acquired over the period 2007 - 2012). The unit price per vehicle has been determined based on its age and its estimated net book value;
- Progressive replacement of this fleet from Year 2 to Year 8;
- Acquisition of 47 utility vehicles during Mobilization period and Year 1 to make a 255 utility vehicles fleet (corresponding to a 15% fleet size reduction as compared to the existing 300 utility vehicles fleet). The vehicles acquired are standard utility vehicle with an average value of $40,000 per unit.

The costs disclosed in the table above correspond to the straight line depreciation of the assets acquired over an economic life estimated at 8 years.

The non-revenue vehicles maintenance costs are based on quotations from various local providers for the maintenance (including tires) of the cleaning and this vehicles.

6.2.11 Positive Train Control

We will coordinate and cooperate with the PTC DBI for the duration of the Agreement as directed by the MBTA.

6.3 Major maint/cap

6.3.1 Rolling stock support equipment replacement plan

Rolling stock support equipment replacement plan – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
RSSE Allowance	100	100	100	100	100	100	100	100
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

As specified in section 5.6.5 of Schedule 3.2 of the RFP, "[t]he Operator shall include an annual allocation of $100,000 within the Annual Fee to support the RSSE Normal Replacement Program".

6.3.2 Maintenance of Way (Planned Work)

Maintenance of Way (Planned Work) – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Fencing	208	216	225	234	243	253	263	274
Other Materials (Planned Work)	100	100	100	100	100	100	100	100
Planned Work Tooling	152	154	156	158	161	163	166	168
Planned works subcontract	2,367	2,462	2,560	2,663	2,769	2,880	2,995	3,115
Roads	520	541	562	585	608	633	658	684
Signaling Components (Planned Work)	709	737	767	797	829	862	897	933
Track Materials	6,789	7,060	7,343	7,637	7,889	8,205	8,476	8,815
Total	**11,818**	**12,287**	**12,774**	**13,281**	**13,755**	**14,302**	**14,812**	**15,401**

7. Environmental Services and Utilities

7.1 Environmental Services

This is a new category created by KCS.

Environmental Services – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Winterization								
Winterization	289	295	302	309	317	324	332	340
Environmental Services								
Oil & Separator Maintenance	1,700	1,777	1,856	1,940	2,027	2,119	2,214	2,313
Other Environmental Services	1,836	1,675	1,722	1,542	1,585	1,628	1,673	1,720
Waste/Trash Removal								
Rail Tie Transport & Disposal	800	836	874	913	954	997	1,042	1,089
Hazardous Waste Transport & Disposal	250	261	273	285	298	312	326	340
Waste Water Treatment & Sewage	1,000	1,045	1,092	1,141	1,193	1,246	1,302	1,361
Biological Waste Management	207	212	217	222	227	233	238	244
Total	**6,081**	**6,101**	**6,337**	**6,353**	**6,600**	**6,858**	**7,127**	**7,406**

Pricing is based on various quotations from local providers.

7.2 Utility costs

7.2.1 Utility costs

Utilities costs have been determined based on the historical invoices.

The following assumptions have been considered:

- Electricity: 61.7 millions of kWh with a unit price estimated at 12.75 cents per kWh;

- Gas: 1.2 millions of therms with a unit price estimated at $1.27 per therm;
- Water & Sewer: Historical invoices were used to estimate the annual price for water and sewer.

Utility Costs – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Electricity	8,292	8,583	8,883	9,194	9,516	9,849	10,193	10,550
Gas	1,614	1,671	1,729	1,790	1,852	1,917	1,984	2,054
Water/Sewerage	328	340	352	364	377	390	404	418
Total	**10,235**	**10,593**	**10,964**	**11,348**	**11,745**	**12,156**	**12,582**	**13,022**

These costs items have been indexed at 3.5% per annum.

7.2.2 Fuel expenses

This is a new category created by KCS. It captures the fuel costs assumed for non-revenue service fleet and road vehicles.

Fuel consumption for the non-revenue service fleet and the road vehicles has been estimated from the fuel usage listing provided and KCS experience of similar operations.

Fuel Expenses – Nominal USD'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Non-Revenue Fleet Fuel	520	541	562	585	608	633	658	684
Road Vehicles Fuel	1,704	1,785	1,874	1,967	2,069	2,176	2,295	2,420
Total	**2,224**	**2,326**	**2,436**	**2,552**	**2,677**	**2,809**	**2,953**	**3,104**

Road vehicles fuel costs are based on:

- 1,220 gallons per vehicle as per the fuel usage listing provided;
- $4.00 per gallon assumption, indexed at 7.0% per annum.

Our initiative to install GPS in the vehicles has the effect of reducing the expected fuel consumption of the road vehicles as a result of a better management of the fleet. The assumed impact is a fuel consumption reduction of 8% from Year 1.

The road vehicles fleet replacement throughout the contract with new vehicles consuming less fuel should also decrease the fuel costs. The assumed impact is an additional fuel consumption reduction of 5% per annum from Year 5.

8. Station and Security - General

8.1 Station Security

Station security is provided by the MBTA Police Department, working in close cooperation with local police forces throughout the commuter rail service area in communities where stations are located.

8.2 Maintenance Facility Security

Equipment maintenance personnel will receive security training through the efforts of KCS Security Liaison to the MBTA Police Tom McCarthy.

ATTACHMENT 1 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING LOCOMOTIVES

ANNUAL FLEET COST FOR MAINTAINING EXISTING LOCOMOTIVES
FOR EACH AGREEMENT YEAR THAT EXISTING LOCOMOTIVES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING LOCOMOTIVE FLEET EMD - F40PH-2	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$2,374,392	$2,443,698	$2,510,711	$2,560,620	$2,605,247	$2,664,250	$2,700,432	$2,744,482
Annual Unplanned Maint. Cost	$1,626,335	$1,696,152	$1,716,452	$1,729,569	$1,740,126	$1,756,547	$1,747,889	$1,735,891
Total Annual Maint. Cost	$4,000,727	$4,139,851	$4,227,163	$4,290,189	$4,345,373	$4,420,797	$4,448,321	$4,480,372
Number of Existing Units	17	17	17	17	17	17	17	17
Annual Unit Maint. Cost (F40PH-2)	$235,337	$243,521	$248,657	$252,364	$255,610	$260,047	$261,666	$263,551

EXISTING LOCOMOTIVE FLEET EMD - F40PH-2C	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,546,090	$3,664,813	$3,765,788	$3,842,165	$3,910,387	$3,999,887	$4,055,865	$4,123,630
Annual Unplanned Maint. Cost	$2,525,717	$2,710,360	$2,779,139	$2,838,871	$2,864,565	$2,899,332	$2,897,468	$2,891,319
Total Annual Maint. Cost	$6,071,807	$6,375,173	$6,544,927	$6,681,036	$6,774,951	$6,899,219	$6,953,332	$7,014,950
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost (F40PH-2C)	$242,872	$255,007	$261,797	$267,241	$270,998	$275,969	$278,133	$280,598

EXISTING LOCOMOTIVE FLEET EMD - F40PHM-2C	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$1,694,850	$1,751,822	$1,800,036	$1,836,411	$1,869,283	$1,912,583	$1,939,995	$1,973,257
Annual Unplanned Maint. Cost	$1,113,713	$1,196,177	$1,226,720	$1,253,364	$1,278,772	$1,308,454	$1,321,018	$1,331,891
Total Annual Maint. Cost	$2,808,563	$2,947,998	$3,026,756	$3,089,775	$3,148,055	$3,221,037	$3,261,014	$3,305,148
Number of Existing Units	12	12	12	12	12	12	12	12
Annual Unit Maint. Cost (F40PHM-2C)	$234,047	$245,667	$252,230	$257,481	$262,338	$268,420	$271,751	$275,429

EXISTING LOCOMOTIVE FLEET EMD - GP40MC	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,501,927	$3,619,903	$3,719,497	$3,794,388	$3,861,952	$3,951,142	$4,007,204	$4,075,309
Annual Unplanned Maint. Cost	$2,130,503	$2,292,376	$2,350,799	$2,401,602	$2,449,926	$2,506,346	$2,527,215	$2,544,651
Total Annual Maint. Cost	$5,632,430	$5,912,280	$6,070,296	$6,195,991	$6,311,878	$6,457,489	$6,534,419	$6,619,960
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost (GP40MC)	$225,297	$236,491	$242,812	$247,840	$252,475	$258,300	$261,377	$264,798

EXISTING LOCOMOTIVE FLEET MPI - MP36PH-3C	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$273,909	$284,377	$293,253	$300,119	$305,374	$312,354	$316,669	$321,947
Annual Unplanned Maint. Cost	$128,450	$144,035	$152,113	$159,590	$162,839	$166,610	$167,556	$168,299
Total Annual Maint. Cost	$402,360	$428,412	$445,366	$459,709	$468,214	$478,964	$484,225	$490,246
Number of Existing Units	2	2	2	2	2	2	2	2
Annual Unit Maint. Cost (MP36PH-3C)	$201,180	$214,206	$222,683	$229,854	$234,107	$239,482	$242,113	$245,123

TOTAL EXISTING FLEET ALL LOCOMOTIVES	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$11,391,169	$11,764,613	$12,089,286	$12,333,703	$12,552,244	$12,840,216	$13,020,166	$13,238,625
Annual Unplanned Maint. Cost	$7,524,718	$8,039,100	$8,225,223	$8,382,996	$8,496,227	$8,637,290	$8,661,146	$8,672,050
Total Annual Maint. Cost	$18,915,886	$19,803,714	$20,314,508	$20,716,699	$21,048,471	$21,477,506	$21,681,312	$21,910,676
Number of Existing Units	81	81	81	81	81	81	81	81
Annual Unit Maint. Cost (Average)	$233,529	$244,490	$250,796	$255,762	$259,858	$265,154	$267,671	$270,502

NOTES:

These costs assume that the existing locomotive fleet is in service during the entire term of the contract (Years 1-8) - i.e., it is not replaced/retired.

Annual maintenance costs should be consistent with assumptions used for each year of Price Proposal ("Mechanical Services" costs). Costs included in this MCS Form shall exclude expenses associated with "Management incl Superintendents" and "Non-Revenue Fleet."

Proposer to enter cost data in cells: [ ]

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING COACH FLEET
KAWASAKI 1700 (CTC-4)

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$2,780,954	$2,856,655	$2,940,244	$3,000,056	$3,053,866	$3,124,779	$3,168,020	$3,224,859
Annual Unplanned Maint. Cost	$1,198,373	$1,270,114	$1,314,724	$1,329,833	$1,352,413	$1,371,373	$1,363,402	$1,342,363
Total Annual Maint. Cost	$3,979,328	$4,126,769	$4,254,968	$4,329,888	$4,406,279	$4,496,153	$4,531,422	$4,567,222
Number of Existing Units	24	24	24	24	24	24	24	24
Annual Unit Maint. Cost	$165,805	$171,949	$177,290	$180,412	$183,595	$187,340	$188,809	$190,301

Note: Annual costs assume no overhaul of the Kawasaki 1700 Series fleet.

EXISTING COACH FLEET
BOMBARDIER 1600 (CTC-1B)

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,079,387	$3,162,837	$3,255,955	$3,322,417	$3,382,100	$3,460,887	$3,507,415	$3,570,318
Annual Unplanned Maint. Cost	$1,205,032	$1,280,486	$1,325,955	$1,338,186	$1,358,722	$1,374,918	$1,341,493	$1,312,973
Total Annual Maint. Cost	$4,284,419	$4,443,323	$4,581,909	$4,660,603	$4,740,823	$4,835,805	$4,848,908	$4,883,291
Number of Existing Units	26	26	26	26	26	26	26	26
Annual Unit Maint. Cost	$164,785	$170,897	$176,227	$179,254	$182,339	$185,993	$186,496	$187,819

EXISTING COACH FLEET
BOMBARDIER 1600 (BTC-1B)

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$2,556,207	$2,618,705	$2,708,278	$2,775,353	$2,836,359	$2,913,490	$2,963,601	$3,026,323
Annual Unplanned Maint. Cost	$572,998	$590,411	$622,199	$626,317	$638,380	$643,865	$618,957	$594,347
Total Annual Maint. Cost	$3,129,205	$3,209,116	$3,330,477	$3,401,670	$3,474,739	$3,557,355	$3,582,558	$3,620,670
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost	$125,168	$128,365	$133,219	$136,067	$138,990	$142,294	$143,302	$144,827

Note: the Bombardier 1600 BTCs are converted CTCs.

EXISTING COACH FLEET
MBB 1500 (CTC-3)

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,890,307	$3,995,822	$4,113,536	$4,197,712	$4,272,609	$4,371,203	$4,430,365	$4,510,150
Annual Unplanned Maint. Cost	$1,607,163	$1,706,592	$1,766,392	$1,784,074	$1,788,629	$1,787,313	$1,747,409	$1,713,723
Total Annual Maint. Cost	$5,497,469	$5,702,414	$5,879,928	$5,981,786	$6,061,237	$6,158,516	$6,177,774	$6,223,873
Number of Existing Units	34	34	34	34	34	34	34	34
Annual Unit Maint. Cost	$161,690	$167,718	$172,939	$175,935	$178,272	$181,133	$181,699	$183,055

EXISTING COACH FLEET
BOMBARDIER 300/600 (BTB-1A, 1B)

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$9,626,828	$9,862,361	$10,199,718	$10,452,503	$10,682,214	$10,972,439	$11,161,517	$11,398,026
Annual Unplanned Maint. Cost	$2,230,833	$2,299,426	$2,421,426	$2,439,307	$2,478,650	$2,493,162	$2,402,110	$2,312,258
Total Annual Maint. Cost	$11,857,661	$12,161,788	$12,621,144	$12,891,809	$13,160,864	$13,465,601	$13,563,627	$13,710,284
Number of Existing Units	94	94	94	94	94	94	94	94
Annual Unit Maint. Cost	$126,145	$129,381	$134,267	$137,147	$140,009	$143,251	$144,294	$145,854

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EXISTING COACH FLEET
KAWASAKI 700 (BTC-4, 4A, 4C)

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$8,457,148	$8,664,668	$8,959,720	$9,180,804	$9,382,010	$9,636,306	$9,802,963	$10,010,649
Annual Unplanned Maint. Cost	$2,048,754	$2,111,236	$2,221,779	$2,242,074	$2,288,164	$2,313,014	$2,255,935	$2,188,583
Total Annual Maint. Cost	$10,505,902	$10,775,904	$11,181,500	$11,422,878	$11,670,174	$11,949,320	$12,058,898	$12,199,231
Number of Existing Units	82	82	82	82	82	82	82	82
Annual Unit Maint. Cost	$128,121	$131,413	$136,360	$139,303	$142,319	$145,723	$147,060	$148,771

Note: Annual costs assume no overhaul of the Kawasaki 700 Series fleet.

EXISTING COACH FLEET
KAWASAKI 900 (BTC-4C)

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,368,873	$3,451,176	$3,568,663	$3,656,321	$3,735,917	$3,836,814	$3,902,375	$3,984,760
Annual Unplanned Maint. Cost	$630,547	$647,418	$686,240	$689,186	$701,933	$705,763	$676,205	$646,696
Total Annual Maint. Cost	$3,999,421	$4,098,593	$4,254,902	$4,345,507	$4,437,849	$4,542,576	$4,578,579	$4,631,456
Number of Existing Units	33	33	33	33	33	33	33	33
Annual Unit Maint. Cost	$121,195	$124,200	$128,936	$131,682	$134,480	$137,654	$138,745	$140,347

EXISTING COACH FLEET
MBB 500 (BTC-3)

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,391,170	$3,474,261	$3,593,113	$3,682,291	$3,763,253	$3,865,410	$3,932,274	$4,015,805
Annual Unplanned Maint. Cost	$836,147	$862,295	$906,906	$914,948	$926,561	$929,434	$899,400	$869,851
Total Annual Maint. Cost	$4,227,317	$4,336,555	$4,500,019	$4,597,239	$4,689,814	$4,794,844	$4,831,675	$4,885,655
Number of Existing Units	33	33	33	33	33	33	33	33
Annual Unit Maint. Cost	$128,101	$131,411	$136,364	$139,310	$142,116	$145,298	$146,414	$148,050

EXISTING COACH FLEET
PULLMAN 200 (BTC-1C)

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$5,820,001	$5,962,210	$6,166,142	$6,318,573	$6,456,967	$6,631,920	$6,745,860	$6,888,530
Annual Unplanned Maint. Cost	$1,327,723	$1,357,624	$1,417,567	$1,413,775	$1,428,027	$1,426,977	$1,368,878	$1,311,393
Total Annual Maint. Cost	$7,147,723	$7,319,834	$7,583,709	$7,732,349	$7,884,994	$8,058,898	$8,114,737	$8,199,923
Number of Existing Units	57	57	57	57	57	57	57	57
Annual Unit Maint. Cost	$125,399	$128,418	$133,048	$135,655	$138,333	$141,384	$142,364	$143,858

TOTAL EXISTING FLEET
ALL COACHES

Annual Cost for Maintaining Existing Fleet - by Agreement Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$42,970,874	$44,048,696	$45,505,369	$46,586,028	$47,565,294	$48,813,249	$49,614,389	$50,629,418
Annual Unplanned Maint. Cost	$11,657,569	$12,125,600	$12,683,188	$12,777,701	$12,961,479	$13,045,819	$12,673,789	$12,292,186
Total Annual Maint. Cost	$54,628,444	$56,174,296	$58,188,556	$59,363,729	$60,526,773	$61,859,068	$62,288,178	$62,921,604
Number of Existing Units	408	408	408	408	408	408	408	408
Annual Unit Maint. Cost (Average)	$133,893	$137,682	$142,619	$145,499	$148,350	$151,615	$152,667	$154,220

NOTES:

These costs assume that the existing coach fleet is in service during the entire term of the contract (Years 1-8) - i.e., it is not replaced/retired or overhauled.

Annual maintenance costs should be consistent with assumptions used for each year of Price Proposal ("Mechanical Services" costs). Costs included in this MCS Form shall exclude expenses associated with "Management incl Superintendents" and "Non-Revenue Fleet."

Proposer to enter cost data in cells:

ATTACHMENT 3 TO APPENDIX B
SUMMARY OF ANNUAL COSTS FOR EXISTING LOCOMOTIVE AND COACH FLEET

ANNUAL COST FOR MAINTAINING EXISTING LOCOMOTIVES AND COACHES FOR EACH AGREEMENT YEAR THAT EXISTING FLEET IS IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING LOCOMOTIVE FLEET	# of Veh.	Annual Cost for Maintaining Existing Locomotive Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
EMD - F40PH-2	17	$4,000,727	$4,139,851	$4,227,163	$4,290,189	$4,345,373	$4,420,797	$4,448,321	$4,480,372
EMD - F40PH-2C	25	$6,071,807	$6,375,173	$6,544,927	$6,681,036	$6,774,951	$6,899,219	$6,953,332	$7,014,950
EMD - F40PHM-2C	12	$2,808,563	$2,947,998	$3,026,756	$3,089,775	$3,148,055	$3,221,037	$3,261,014	$3,305,148
EMD - GP40MC	25	$5,632,430	$5,912,280	$6,070,296	$6,195,991	$6,311,878	$6,457,489	$6,534,419	$6,619,960
MPI - MPS6PH-3C	2	$402,360	$428,412	$445,366	$459,709	$468,214	$478,964	$484,225	$490,246
	81	$18,915,886	$19,803,714	$20,314,508	$20,716,699	$21,048,471	$21,477,506	$21,681,312	$21,910,676

EXISTING COACH FLEET	# of Veh.	Annual Cost for Maintaining Existing Coach Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
KAWASAKI 1700 (CTC-4)	24	$3,979,328	$4,126,769	$4,254,968	$4,329,888	$4,406,279	$4,496,153	$4,531,422	$4,567,222
BOMBARDIER 1600 (CTC-1B)	26	$4,284,419	$4,443,323	$4,581,909	$4,660,603	$4,740,823	$4,835,805	$4,848,908	$4,883,291
BOMBARDIER 1600 (BTC-1B)	25	$3,129,205	$3,209,116	$3,330,477	$3,401,670	$3,474,739	$3,557,355	$3,582,558	$3,620,670
MBB 1500 (CTC-3)	34	$5,497,469	$5,702,414	$5,879,928	$5,981,786	$6,061,237	$6,158,516	$6,177,774	$6,223,873
BOMBARDIER 300/600 (BTB-1A, 1B)	94	$11,857,661	$12,161,788	$12,621,144	$12,891,809	$13,160,864	$13,465,601	$13,563,627	$13,710,284
KAWASAKI 700 (BTC-4, 4A, 4C)	82	$10,505,902	$10,775,904	$11,181,500	$11,422,878	$11,670,174	$11,949,320	$12,058,898	$12,199,231
KAWASAKI 900 (BTC-4C)	33	$3,999,421	$4,098,593	$4,254,902	$4,345,507	$4,437,849	$4,542,576	$4,578,579	$4,631,456
MBB 500 (BTC-3)	33	$4,227,317	$4,336,555	$4,500,019	$4,597,239	$4,689,814	$4,794,844	$4,831,675	$4,885,655
PULLMAN 200 (BTC-1C)	57	$7,147,723	$7,319,834	$7,583,709	$7,732,349	$7,884,994	$8,058,898	$8,114,737	$8,199,923
	408	$54,628,444	$56,174,296	$58,188,556	$59,363,729	$60,526,773	$61,859,068	$62,288,178	$62,921,604

TOTAL FLEET	# of Veh.	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
XISTING LOCOMOTIVES	81	$18,915,886	$19,803,714	$20,314,508	$20,716,699	$21,048,471	$21,477,506	$21,681,312	$21,910,676
EXISTING COACHES	408	$54,628,444	$56,174,296	$58,188,556	$59,363,729	$60,526,773	$61,859,068	$62,288,178	$62,921,604
	489	**$73,544,330**	**$75,978,009**	**$78,503,065**	**$80,080,428**	**$81,575,245**	**$83,336,574**	**$83,969,490**	**$84,832,280**

Note: For each Agreement Year, these dollar amounts must equal the figure shown in the Price Proposal (FFP Form, Cell L97), less the amount provided for "Management incl Superintendents" (Cell L81) and "Non-Revenue Fleet" (Cell L91). This includes all costs associated with maintenance of the revenue service fleet (locomotives and coaches) - excluding management costs.

NOTE:

This summary form is not fiilled out by the Proposer. These amounts are linked to the total annual maintenance costs (planned and unplanned) from the Existing Locomotive and Existing Coach worksheets.

The total fleet maintenance cost must equal the total "Mechanical Services" price included in the Price Proposal (excluding "Management incl Superintendents" and "Non-Revenue Fleet") - for each Agreement Year (Years 1-8).